SEPTEMBER, 1958 2s. 3d.

62

Personnel Management & Methods

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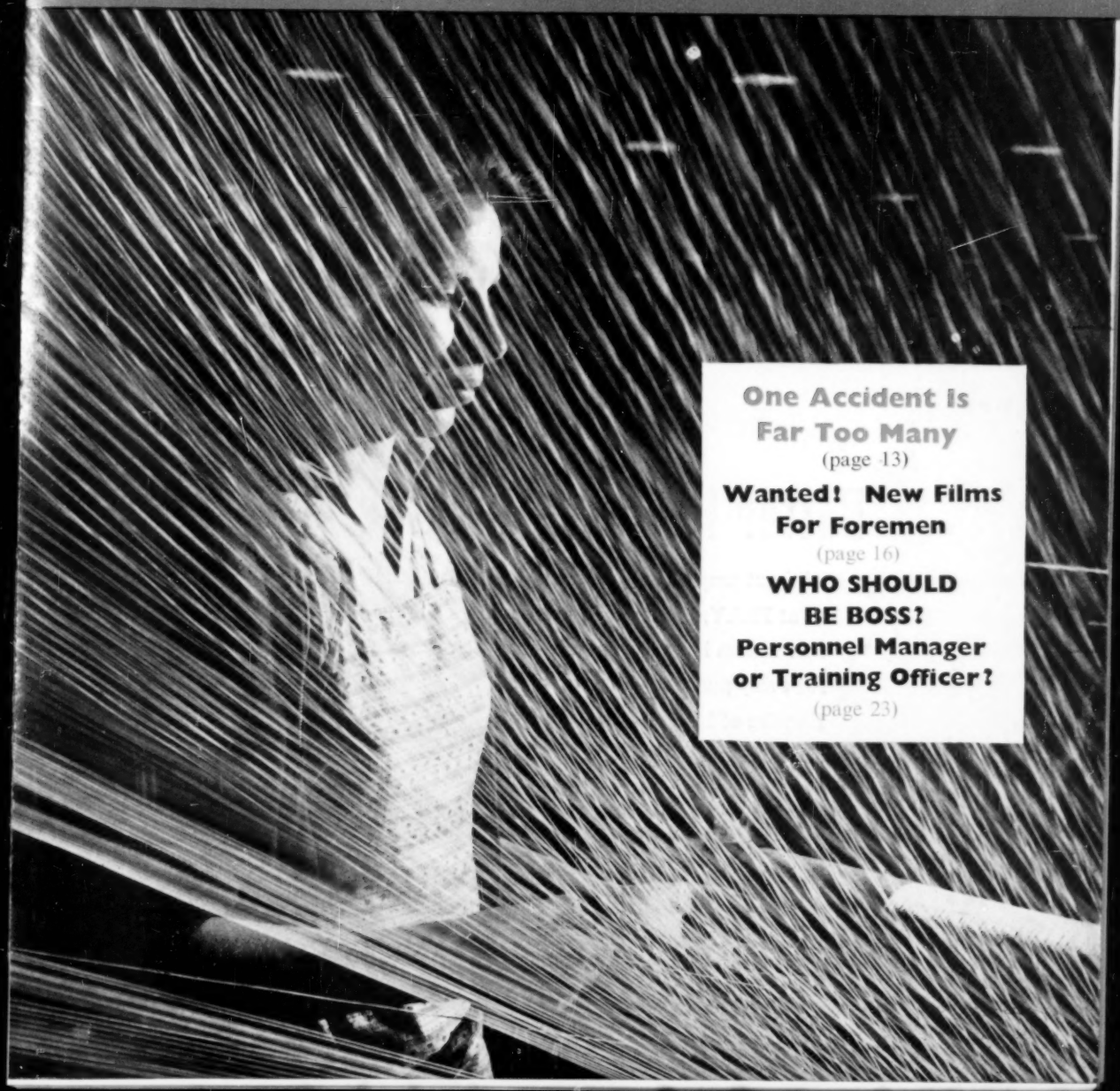

One Accident Is Far Too Many
(page 13)

Wanted! New Films For Foremen
(page 16)

WHO SHOULD BE BOSS? Personnel Manager or Training Officer?
(page 23)

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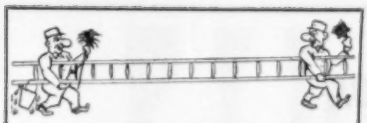

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SEPTEMBER 1958

▶ POINT-COUNTER POINT 7

▶ One Accident is Far Too Many — David Judge 13

Safety at work is a fight to the finish. This firm aims to win it now—with all-out training

▶ Using Films to Train Foremen — Alec M. Hughes 16

Good training films provoke thought and discussion but, says the author, they are hard to find

▶ These Girls Work in the Dark — A. J. Chanter 18

They spend their working days in pitch darkness so their training has to have that certain touch

▶ The Big Stick—or Agonising Reappraisal — Discussion Leader 20

Works discipline is vital—but punitive measures are not the only way of keeping it up to scratch

▶ School for Intelligent Salesmanship — Eric Woolnough 22

This course for sales assistants equips them to answer all the customer's difficult questions

▶ Who Should be Boss? — John Wellens 23

Personnel manager or training officer? Before you answer, read a new approach to the problem

▶ Sponsoring Healthy Recreation — G. A. McPartlin 25

Management should guide as well as provide if the works sports and social club is to succeed

▶ Use That Grapevine 33

It will thrive whatever you do. If you attend to the roots the fruit will be good for the firm

▶ Works Outings Need Imagination — Bruce Mitchell 34

Some works outings are an institution, but they will be all the better for a touch of freshness

News & Readers' Service

Management News, Names, Ideas 27 — Management Diary 40
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EFFICIENCY AIDS * OFFICE AIDS * HEATING

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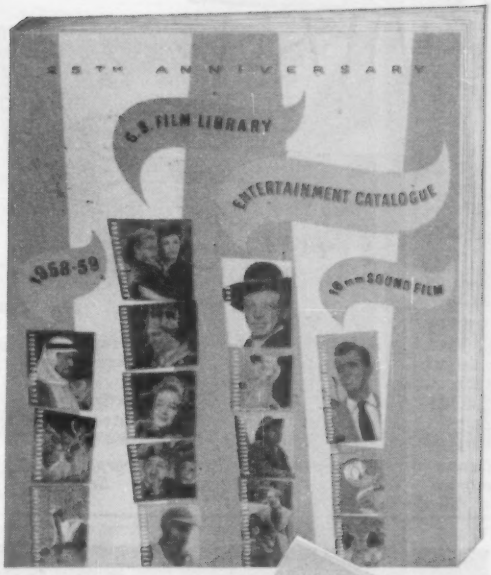

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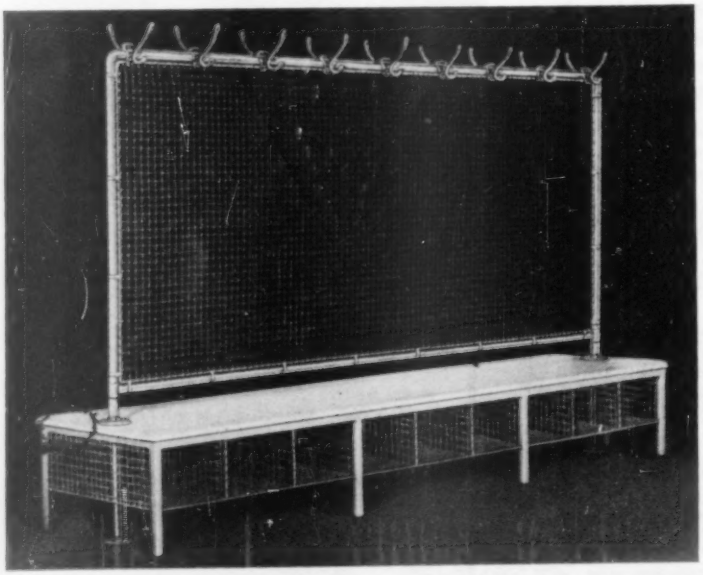

Fig. No. 2616: Also available single-sided for wall positions or base unit alone can be supplied together with hat and coat hooks for wall fixing. For complete range, please ask for List No. PMT 1009.

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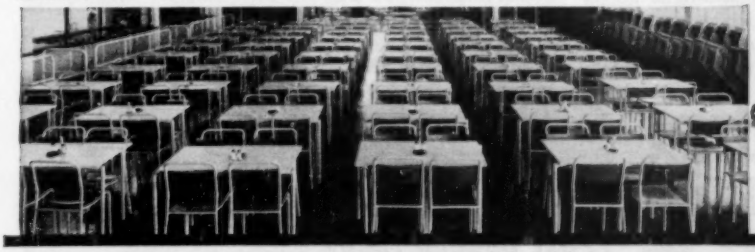

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PM

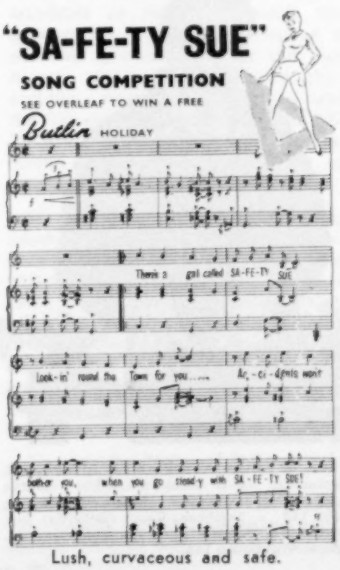
Point Counter Point

Safety Sue in Tin Pan Alley

NOBODY could accuse the British Safety Council of being stodgy and unimaginative. In an age of gimmicks, the Council is right in the line of fashion (an unfortunate phrase perhaps in view of that business over distributing the picture of the Queen in miner's safety clothing) and its latest ventures suggest that in this field it is going from strength to strength.

Last month the Council announced the introduction of "two of the most original 'safety products' yet sponsored by them". The first was a coloured poster, produced in conjunction with Wolf Electric Tools Ltd., entitled "Electric Tools Can't Be Careless—But You Can". Copies are available free in double-crown poster size 20 in. x 30 in. or bulletin board size 8½ in. x 11 in. either from the Council or direct from Wolf Electric Tools Ltd., Pioneer Works, Hanger Lane, London, W.5.

The second "moste original safety product" is a different kettle of fish. It is "surely the most interesting and unusual record ever made" and is being released by a firm called Oriole Records. We certainly won't quarrel with the claim "unusual".



Lush, curvaceous and safe.

This disc is all about Safety Sue, the Council's safety symbol, a lush, curvaceous but extremely cautious creation dreamed up six months ago by the Council's administrative director, 36-year-old Mr. James Tye.

Anyhow the record includes special verses on safe practices intoned by the Duke of Bedford, Donald Campbell, Denis Compton, Stirling Moss, Sheila Van Damm and Mr. Tye himself. None of the verses exactly constitutes deathless literature, but by way of example here is the Duke's contribution (tune *Doing What Comes Naturally*):

Stately Woburn on the hill, has ghostly stories books could fill.
But on the day you call to view, there's no harm can come to you.
In my house lives Safety Sue, so of course no harm can come to you.
She watches every move you make, Sue will see there's no mistake.
My Knights of old were very bold, and seldom did what they were told,
But still they lived till 92, 'cause they went steady with Safety Sue.

As if this were not enough, Safety Sue has her own theme song, the product of song-writers Frances Day and George Posford, and the public is being invited to join a contest for subsidiary lyrics. The first verse runs:

There's a gal called Safety Sue,
Lookin' round the town for you,
Accidents won't bother you
When you go steady with Safety Sue.

The prizes in the competition include eight luxury holidays at Billy Butlin's camps plus £5 spending money. The last date for entries is October 30 and anyone wishing to join in the fun should send their quatrains to G.P.O. Box Number 418, London, W.9. But perhaps it would be best to get in touch right away—for there is no saying what new brainwave will have come to the Council in the meantime.

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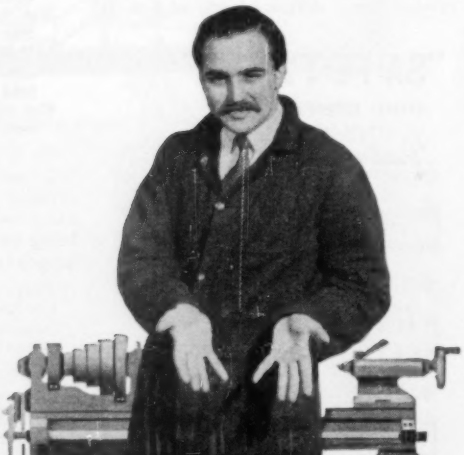

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Point Counter Point

Blind Chance

HAVE you heard of Poisson's Law? If not, we should explain that it is supposed to to be a mathematical law governing the distribution of industrial accidents and M. Bernard Metz, director of the Industry Physiological Research Centre, Strasbourg, gives this example of its workings:

Say a group of 500 workers have 300 accidents in a year. Poisson's Law shows that if chance alone operates, the distribution will be—

275 with no accident
165 with one accident
49 with two accidents
10 with three accidents
1 with four accidents.

In other words, 12 per cent of the workers will be involved in 44 per cent of the accidents. This is not surprising when we remember that chance is blind and does not distinguish between those who have already had accidents and those who have not.

If the risk is uniform throughout the year, the monthly accident total will be one-twelfth of the annual total, or 25 in the above example. Supposing that the workers had all started the year with a clean sheet, then these 25 accidents in the first month would happen to 25 workers whose first accident it would be. In the second month, since chance is blind, the 25 accidents would be distributed among the 500 workers, whether they had been involved in an accident in the previous month or not, and so on for each month.

By the laws of chance alone, a number of persons must therefore be necessarily involved in several accidents without any other factor coming into play. Consequently, if this fact is to be related to a particular cause, i.e., accident-proneness, it must be proved that the number of such persons in the group deemed to be accident-prone is higher than is to be expected from the operation of chance alone.

To me, the logic of Poisson's Law seems unassailable save on one important point. Take the sentence "Supposing that the workers had all started the year with a clean sheet then these 25 accidents in the first month would happen to 25 workers whose first accident it would be". But surely if chance is blind, these 25 accidents could have almost any incidence: for instance, there could be five accidents each to five workers or there could, conceivably, be 25 accidents to one worker. (And, of course, we are not allowed to bias the laws of chance by claiming that people who have had accidents are likely to be off work and therefore temporarily removed from the laws of chance as they apply in the workshop.) There seems to be here a confusion between what is likely to happen and what is *bound* to happen, and only when something is bound to happen can one properly refer to a "law" in this sense.

No, if you will pardon an atrocious pun, there seems to be something fishy about Poisson's Law.

Ink Slinging

A HIGHLY unusual approach to controversial issues results in the frequent publication of anti-management opinions in the weekly plant newspaper of General Electric's Pittsfield (Mass.) power transformer plant. *Plant Panel*, a regular feature of the paper, asks employees such questions as, "Do you think the company's code of ethics is based on moral principles?" and freely prints such replies as, "The company is going steadily backwards to the Dark Ages".

Until 1956 *Plant Panel* asked questions like, "What is your favourite comic strip and why?" Then management decided that *Plant Panel* could become an outstanding media of two-way communication if both panelists and the company could express their honest opinions on important controversial subjects. The new *Plant Panel* appears alongside an editorial giving the company's position on the question of the week.

Management feels that *Plant Panel* achieves these objectives:

1. Establishes greater credibility for management.
2. Gives more interest to the editorial page.
3. Provides recognition for the employee's point of view.
4. Brings misinformation into the open.
5. Informs management on employees' real attitudes.

Catalytic Leaders

A NEW star has swum into the personnel manager's ken; a new phrase guaranteed to set the alleys of training and communications ringing for years to come—*catalytic leadership*.

What does it mean? This is how the father of the phrase, Mr. Bowman Scott, Solartron group director in charge of personnel, explained it to a group of technical journalists who recently went to view his company's progress. "The catalyst", said Mr. Scott, "as we see it, is information; the process is the linking of people's minds. And from this much broader basis of understanding you get the process of forming a better flow of decisions based on that broader basis of thinking".

Simply, it means: tell your employees all about what's going on and encourage them to think about it, and to put forward their own ideas for the betterment of the team. At Solartron, they explain, they have helped this process considerably by organising the

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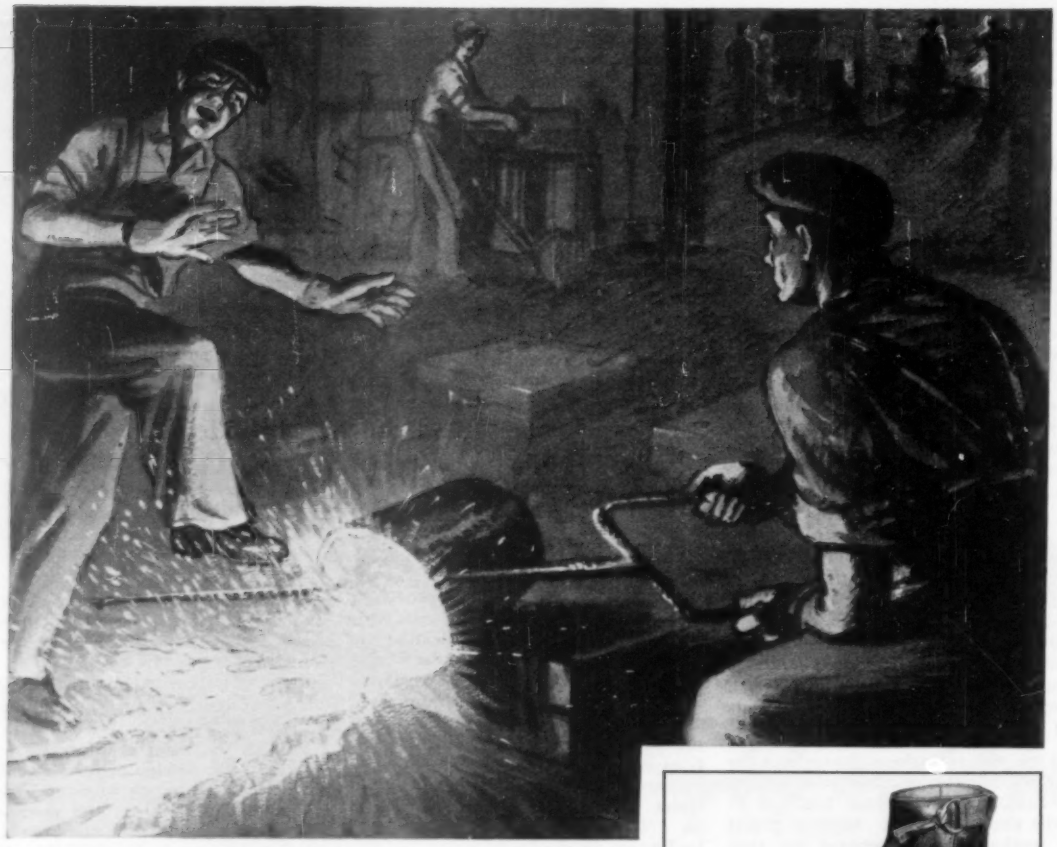

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(*Regd.*)

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Point Counter Point

group into quite a large number of small companies. Thus it is easier for the individual worker to feel a member of the team, while the group binds itself together with the rule-making apparatus of the boardroom. At the same time company progress is broadly charted on a four-to-five-year plan so that everyone knows where he or she is heading.

The process has paid off handsomely. In ten years the firm has developed from two young electronic engineers, a go-ahead idea and a disused stable in Kingston, Surrey, to a thriving manufacturing group of some 850 people, with companies or agencies in twenty-one countries, selling their electronic instruments to the wide world.

The latest stage is a factory covering 300,000 square feet, now being built at Farnborough, Hants. By the time we go to press, 50,000 square feet of this will be fully operating with a staff of nearly 250. After a further building expansion in October, 1959, the total number of employees in full production at Farnborough will be approximately 1,200.

These, then, are the fruits of catalytic leadership; but, like most O.K. management phrases, the fuller meaning defies simple explanation. In the short time allowed for the first Press visit ever organised by Solartron, there was no chance to explore the finer points of personnel selection, training, communication or what the company calls its "creative teamwork"; and the firm's publicity still concerns itself mainly with achievements in the scientific field. A private conversation over lunch with one of the directors, however, did offer a sharper illustration. Question: "What do you think of the European Free Trade plan?" Answer, direct and unhesitating: "We are looking forward to it".

O.K. phrases come and go, but if this is what it means in terms of industrial progress, *catalytic leadership* looks like going on for ever.

Men of Safety

IT never rains but it pours. And this month it's raining news of safety at work. One important advantage is that it jogs our memories about RoSPA's National Industrial Safety Week which this year is being staged from September 29 to October 4; the theme is "extra care stops falls".

On page 13 of this issue you will find a story about a man at work. His job: to keep other on full-time production, to keep the wheels turning and, just as important, to spare families the sorrow and anxiety of a worktime tragedy that need never have happened. His name: Sydney F. Smith, chief safety officer of the Dunlop group of factories in Great Britain.

Another chief safety officer who makes news is Mr. James Clark who, since 1950, has been waging a similar war on accidents at the Arcadia Works, London, of Carreras Ltd. He joined the firm in 1919 as an engineer.

Although his present job is to keep employees working safely until the day they retire, an extra post, to which he was recently appointed, has a lot to do with their well-being in the years after retirement. As chairman of the company's superannuation fund management committee, he will watch over the interests of 1,719 contributors and 286 pensioners.

Mr. Clark. An extra job at 64.

This is the first time the company has nominated an employee for this post. Until now the committee chairman has always been a director of the firm. In the normal course of events, Mr. Clark himself would be due for retirement this month: he will be 65 years old later this year. But at the directors' request he is postponing the date, mainly to co-ordinate safety policy during the firm's move out to Basildon.

STEEL SECURITY

Working as a labourer at the Redbourn works of Richard Thomas & Baldwins Ltd. is Prince Hussein Mohammad Sagaff, cousin of the late King Feisal of Iraq, and a former guest at palaces in the Middle East.

Good Idea But

THE heading, "Work-Shy Men Sent to Prison," caught my eye in the *Birmingham Post* last month. In case this gives you ideas about neatly disposing of one or two practised idlers in your own firm, I must ask you to be cautious. The report concerned two Oxford men who were prosecuted under the National Assistance Act of 1948 for refusing to work for several years. How did they manage? They lived on National Assistance. One man was said to have been paid over £216 by the Board, since December, 1954.

THE EDITOR.

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'One Accident is Far Too Many'

By DAVID JUDGE

"THERE'S nothing spectacular about it; it's sheer b—— hard work." This is not an elder statesman's comment on that ephemeral summit conference. It is a description of the routine job of the average safety officer in industry—by a man who has co-ordinated the safety policy of one of Britain's biggest companies for the past six years. The Dunlop group of factories in the United Kingdom (of which the Dunlop Rubber Company Ltd. is by far the largest component) has had a chief safety officer since 1948; the creation of the post coincided roughly with the establishment of the rubber industry's own accident prevention committee. Mr. Sydney R. Smith is the second person to hold this post.

He was appointed in 1952 and at that time he already had 30 years' company service behind him as a works and development engineer, including experience on the Continent and the U.S.A. (It is indicative of the company's practical approach to safety on the job that they appointed a senior engineer to the post.) He is a member of the safety officers' and engineers' advisory committees for the rubber industry and a member of the national executive of the Royal Society for the Prevention of Accidents.

Although the group's safety department is centralised at Fort Dunlop in Birmingham, Mr. Smith's is not simply a desk job. "Own ideas; will travel" could well be his motto. This year so far he has spent a month at the firm's factory in Calcutta; two weeks back at the office, and then off to Brussels for the World Safety Congress. More recently he spent several days in Eire. Added to this is the constant round of lectures which he gives both inside and outside the company, and his frequent routine visits to local safety departments in all the home factories, now numbering 45 and still growing.

As for his ideas, a student of safety affairs would not necessarily call them original. But Mr. Smith makes no pretentions to originality; his aim is to do a job, and do it so thoroughly that he puts himself out of business. His aim is to knock the group's accident frequency rate down to 0.0. At present it stands at 1.1, the result of phenomenal progress made during 1949-51. Some factories in the group

are already regularly turning in figures below that; Fort Dunlop, for instance, has stood at 0.4 for the last three years.

But Mr. Smith's convictions go beyond statistics, beyond his present concerted attack on "unity" (the frequency of 1.0 accidents for every 100,000 hours worked). Approach safety first of all as a humanitarian, is his maxim, and productivity and costs will take care of themselves.

He recently produced a manual on accident prevention, aimed primarily at the supervisor, the meeting point of management policy and workshop practice. Dunlop chairman, Mr. G. E. Beharrell has written in a foreword: "A job is not done in the most efficient way if it is not done in the safest way". Mr. Smith put it to me with a different emphasis: "By and large, the safe way is the best and the cheapest way to do the job".

And how do you get a man to do his job the safe way? Not by exhortation, claims Mr. Smith, nor by waving the big stick of regulations. Management example helps a lot, and a factory tradition of safe working plays its part. But the foundations (and this is where the sheer b—— hard work comes in) are laid by comprehensive and continuous training —of the man on the job, management all the way along the line and, most important of all, the foreman in the factory. Safety is management's responsibility, he declares, and he quotes the old supervisory dictum: "If a man doesn't know, he hasn't been taught".

Teaching comes First

For Mr. Smith the teaching has got to be thorough. Copies of his new accident prevention manual were introduced to safety and training officers within the group at a special course last March. It will be some time before the Dunlop supervisors get theirs. Why? Because a man learns more from what he is told than from what he reads. So first comes a detailed course on everything the manual contains.

A Dunlop employee is not necessarily a worker in the rubber industry, for the group's products are surprisingly varied—from tyres to tennis rackets, from wheel rims to footwear, including the leather kind. So it is obvious that a safety manual of this type has to be expanded to suit local factory processes and requirements. The instructors have already augmented their copies with their own observations, to embrace notes on training techniques, local regulations, etc.

Although they will teach much of the course themselves they will make full use of specialists, like chemists and engineers, when dealing with highly technical subjects. The whole programme is planned as a team effort, exploiting the company's resources to the full.

CHIEF SAFETY OFFICER SMITH
"As long as there is a frequency it will be too high".

And the pivot of the team is, of course, the safety department, whose structure and functions will be familiar to many safety officers.

Each factory in the group has a safety officer; in some of the smaller units he may have several other duties. For every slight accident (which causes no loss of time) a report card is made out and signed by a foreman describing the action he has taken or proposes to take to see that it does not happen again. Then it is passed on to the departmental manager.

Lost time accidents are fully investigated by the factory management, reports are drawn up and made available to the works safety committees which represent both management and operatives. By means of the reports, and by other means, every opportunity is taken to disseminate safety information through these committees.

For most jobs or departments there are rules of procedure laid down and printed on large cards. In some cases they are published in book form. One such is "Safety in the Laboratory", a standard handbook issued by the company's technical safety committee for use at the research centre and the factory laboratories.

Wherever propaganda material is thought to have its uses it is employed as fully as circumstances demand—posters, displays, films, etc. Each factory is a member of RoSPA and makes use of its publicity material wherever it fits the current works campaign or course of instruction.

In some factories competitions are held with an "On Guard" trophy awarded to the best department every three or six months. Other factories hold weekly housekeeping contests, with small cash prizes.

To link these competitive inducements with the wider and more serious aspects of accident prevention, there are large boards erected at conspicuous points in the factories, showing the number of lost-time accidents suffered by each department in comparison with the figures for the previous year. At the same time management seeks the co-operation of the man on the shop floor through the factory news sheets and magazines, and encourages him to submit suggestions for improvements.

Knowledge, understanding, consciousness—that is the progressive formula which Mr. Smith advocates, and which forms the core of his department's safety policy for Dunlop workers. "The lower the frequency rate", he says, "the more difficult it becomes". It requires a new approach, making every member of the firm his own safety specialist, examining his job and conditions as though under a magnifying glass.

What do you Look For?

What to look for is described in the new manual, and in the courses on it, which will take every level of supervisor through a total of 15 to 19, hours' safety instruction. The courses are being split into hourly periods on consecutive days.

The course includes an outline history of industrial safety, with a few statistics dealing with the accident prevention work done in the rubber industry. Then follow a chapter on industrial law (relating the separate sections of health, safety and welfare to the supervisor's job), chapters on the structure of accidents and of accident prevention, and detailed notes on specific hazards and mishaps—machines, materials handling, persons falling, and so on. Incidentally, it is

interesting that Dunlop employ the "accident domino" sequence as a visual aid to illustrate the structure of accidents. Dominoes standing on end represent the five steps leading up to the injury: background, fault of person, unsafe act or unsafe condition, accident, injury. If any domino falls, the one next to it is tipped over, and so on until an injury is caused. But if the domino representing "unsafe act or condition" is removed, the first two dominoes can fall without dislodging the others. Thus, no accident or injury.*

To the safety department at Dunlop the test of this method's effectiveness is the surprise with which trainees greet this simple explanation. Once they have grasped the significance of unsafe acts and conditions it is an easy and logical process to analyse them and to set the supervisor looking out for them in the factory.

As soon as the course is finished, each supervisor is expected to carry out a hazard survey at his workplace. He will do this at regular intervals. The result of these pinpoint surveys, carried out in every workplace, it is claimed, give a comprehensive picture of physical conditions at any given time. The system lends itself better to securing complete safety of physical conditions than the infrequent large-scale survey which often overlooks many of the small defects that cause a lot of accidents.

Safety gets Priority

These regular hazard surveys are co-ordinated by management and classified. Each job is given a priority grade depending on its urgency as an accident potential, and the ease with which it can be done.

To the supervisor, his appointment as a "safety watchdog" means that he can appreciate the need for safe methods of work, for the training of new employees and, more especially, of young persons. To the firm, it means that they have a trained, responsible person on the job in every workplace who, by his own knowledge of accident prevention, is better able to lead his workpeople to understand how to cut the accident rate.

"The prevention of accidents calls for leadership which must extend from top management, but which becomes most intimate at supervisory level", declares Mr. Smith. "It is here that a sound knowledge must in due course have a profound effect upon workpeople".

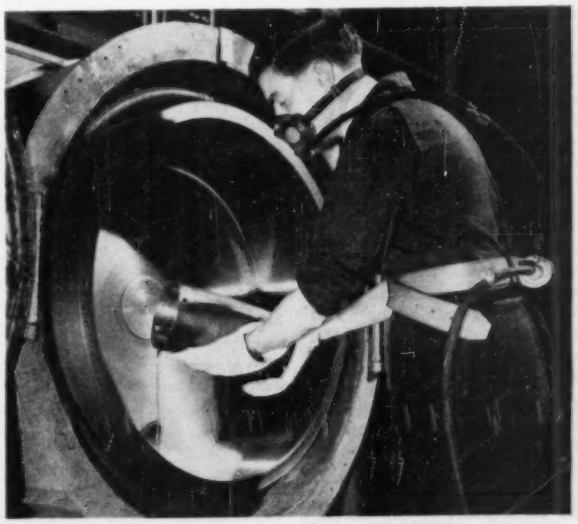
Do it Now!

In his manual, he writes: "Perhaps the greatest lesson to be learned from the development of Factory Law is that *we cannot afford to wait for it*". (My italics.) The meaning here is deeper than the growing belief that the regulations offer only a set of absolute minimum standards, not a passport to a safety Utopia. Fundamentally it rejects the policy of safety enforcement, in favour of the policy of teaching and of fostering self-discipline. Put more bluntly, it means that Dunlop want safe workers, not just safety-conscious management.

They reiterate the message at every turn, through a planned policy of clean and tidy workshops, an up-to-date attitude towards employee welfare, the use of bright colours, pinks, blues, oranges on the walls and machines, a keen eye on general working conditions.

It would be easy to dismiss Dunlop's programme with the remark: "Well, they are all right; they are a big firm". But a big firm carries a tremendous responsibility, not merely for the extra number of people it employs, but for the improvement of conditions throughout the industry. It must set the safety pace by example, by research and constant campaigning, and by spending a lot of money. Dunlop has played its part in the considerable progress already achieved by the accident prevention committee of the rubber industry's National Joint Industrial Council. Since its formation in 1949 the committee has helped to cut the average frequency rate by more than a third. Over a period of two and a half years details were collected of over 25,000 accidents; they were analysed and the results published.

For Dunlop it has not all been clear profit. "As far as the industry in general is concerned, the big firm puts far more into safety than it gets out", says Mr. Smith. "And that is just how it should be".



A skilled worker treats his equipment, and himself, with care. Given thorough training and a good example, Dunlop believe that every employee can be skilled—in safety

* Another firm which uses the "accident domino" sequence in its safety training is Alfred Bird & Sons Ltd., described in P.M. & M., March, 1958. We omitted then to mention that this visual aid is given by H. W. Heinrich in his book, *Industrial Accident Prevention*, McGraw-Hill Book Co.

The Place of Films in the Training of Supervisors

The main purpose of the film as a training aid is to provoke thought and get people to take part in discussion. And, says the author, so far as supervisor training is concerned, there is a serious shortage of the right type of films. One major defect is that too many films lead the audience by the nose to a pre-determined conclusion.

By ALEC M. HUGHES,
Secretary, Scientific Film Association.

THERE are at present some thirty films available in Great Britain which deal with those problems of direct concern to the supervisor in industry. They have been produced over the years since 1944. This compares with the 131 British films accepted for screening at the first Harrogate Festival of Films in the Service of Industry (October, 1957), which represented perhaps one-third of the total British industrial film production in the preceding year. This is a significant situation which requires examination.

One must consider first the attitude of industry towards management training. Since 1944 there has indeed been a revolutionary change, and in no field has greater attention been paid to these considerations than in the training of supervisors. The rôle and status of the supervisor is repeatedly emphasised —the intermediary between management and men; the person responsible for translating management policy into units of output on the shop floor.

The supervisor's job is an exacting one. If he is to direct their work and command their respect he must be fully conversant with the jobs of those under him. If he is to be an effective intermediary then he must enjoy the confidence of management, know something of management policy, and be able to see the problems of his own department in the broader context of the structure of his firm and its relationship to its own industry and to the national economy. If he is to be a leader and not a boss, then he must know something of human motivations and the elements of individual and group psychology, and be aware of the social environment within which industry operates.

In consequence the training of supervisors has tended to develop on certain fairly well established lines. It includes information about management structure and policy; the relationship of one department to the others, of one firm to an industry, of that industry to the national economy. It provides training in human relations and in effective communication. Finally, it embraces discussion on practical problems which arise in the day-to-day management of an enterprise—discussion designed both to emphasise particular problems and to develop the powers of analysis and self-expression of the individual supervisor.

Unique but Limited

What contribution can films in general make to such training? Moving pictures fascinate us all, and therefore have an immediate advantage in adult teaching, where many students start with a prejudice against education. The well-constructed film can focus our attention on specific aspects of a situation in a unique way. It can put the observer in the front seat at a demonstration; it can create an environment familiar to the audience and well beyond the confines of the lecture room; it can enable the individual to identify himself with situations on the screen; and it can, with the aid of many well-developed techniques of cinematography, present situations, problems and ideas in comprehensible terms in a short space of time.

But in isolation film can rarely be effective. It is a teaching tool and as such is complementary to all the other methods used to present information and provoke thought and discussion.

One assumes that the potential or existing supervisor is already competent in the technical aspects of the work of his own department—so that the film which teaches technical skills has very limited use for supervisory training. But there is a place for the film which teaches a new approach to technical problems (such as the many films available on work study, for example) or the film which can give a glimpse of the shape of things to come (there are more than 100 films on automation, many of which are available in this country!). The works visit, which is often a valuable feature of the longer training course, can become that much more effective if preceded or followed by a film of the same or a similar plant. There are many aspects of training in background subjects of value to the supervisor — economic structure,

trade unionism, education, social conditions, to mention some—where films can be informative and helpful.

But the problems which directly concern the supervisor are either the managerial and technical problems of his own company or the broader aspects of human relations which affect industry as a whole. It is these latter problems which form the subject matter of the thirty films mentioned at the beginning of this article.

It is significant that fifteen of them were made in America in 1944; the first attempt to produce a comprehensive series of films specifically designed for supervisory training. Their titles indicate the aim and scope of the series, and include "Instructing Workers on the Job", "Planning and Layout of Work", "Maintaining Quality Standards", "The Supervisor as a Leader", "Working with Other Supervisors" and so on.

Some Shortcomings

As a series, they have obvious shortcomings. Although the subjects selected are important and cover most aspects of the supervisor's work, the films themselves are remarkably uneven in quality—so much so that a training officer in the central training department of a large concern could write of one film as "lucid and convincing"; of another that "the audience is likely to feel that they are so much better than this that they have little to learn"; of a third that it gave the impression that "there are only a few problems to be worried about, and a single, simple cure for each"; and of a fourth that it was "very simple—even childish" and "likely to repel most adult audiences".

More recent American productions include a study in chairmanship (under a title which is rather misleading for a British audience, namely "All I Need is a Conference"), "The Inner Man Steps Out" (a psychological study of a supervisor) or "Production 5118" (an ambitious production concerned with the need for effective communication).

Canadian films available are concerned mainly with studies of established employer-trade union procedures, and the human context in which they must be operated, or with studies of individual and group behaviour. Thus "Men at Work" (not to be confused with a British film of the same title which also deals with a problem of human relations arising from a change in working methods) studies the deterioration of group morale resulting from the introduction of a new production technique. "The Grievance" and "Strike in Town" are concerned with different aspects of established arbitration procedures.

Other films from overseas include the Australian "Stephen Banner—Supervisor" and the Danish film "Problems to be Solved".

It should, of course, be realised that, however excellent a film may be, its usefulness in this country is limited if it presents characters and situations in an alien setting. It is interesting to note that in this connection an excellent American film entitled "Works Simplification applied to Clerical Operations" was remade in Britain giving the same examples but enacted in what was obviously a British office.

British films directly concerned with supervisory management are very few in number. They include studies of various aspects of human relations, such as "The Need for Supervisory Training", "Why Works Information?", "Introducing the New Worker" or "The Film That Never Was."

The majority of films dealing with those problems which concern the supervisor are available mainly from the Central Film Library and the G.B. Film Library. Their number can be extended if one includes subjects which would be discussed on a supervisory management course—such as health, safety, welfare, trade unionism, communications, industrial structure, etc. But if one includes only those which are specifically concerned with the job of supervision, then there are only about twenty films available in this country at the moment.

Several important points emerge from a study of these films. In the first place it is apparent that the only attempt to produce a series of films for supervisory training was made by the U.S. Department of Education fourteen years ago! It was a pioneer effort and no organisation in this country has so far produced any similar series designed to meet the requirements of supervisory training courses.

Secondly, it would appear that, whilst some of the most recent films achieve high standards of production, hardly any are specifically designed for teaching purposes. It is not enough merely to say that such and such a film is best used if followed by discussion. A well-made, stimulating, provocative film (such as both the Canadian and British films "Men at Work") can obviously be used to stimulate discussion. A film like "Stephen Banner—Supervisor" has glaring examples of practices which contradict the thesis the film postulates, and for that reason alone may well provoke discussion. But that is surely not enough. **At best the education officer today is making intelligent use of the available films rather than having at his disposal films specifically designed for his purpose.**

Good policies, effectively implemented and communicated, make for happy and efficient workpeople. That is the message of Men At Work, but too often films for supervisors labour the obvious or are simple to the point of repelling adult audiences.

Ready-made Solutions

This raises a third problem. Nearly all the films present problems and

suggest solutions to them. Yet it is the common experience of education officers that their students benefit most when obliged to work out problems for themselves. It is not surprising, therefore, that on a course recently organised by the Scientific Film Association on *the use of films in supervisory training*, the film which was best received by the education officers present was the Danish film "Problems to be Solved" which presents a series of problems of human relations in an office, but offers no comment on them and still less suggests a solution. It was felt that such a film not only offered the opportunity for analysis and discussion, but was important psychologically because, as one group report put it, **when a film is shown which does offer a solution to the problem illustrated the student may well feel "he is being led by the nose to a predetermined conclusion."**

Films of this type are really a development of the well-known film strips with sound commentary which present case studies. But film strips lack the dynamic quality and realism of film. As one personnel officer suggested "we use case study film strips extensively because they meet an immediate need, not because we think they are superior to film. If an adequate supply of human relations films were available we would prefer to use them".

Finally a comment on the general character of the supervisory films available. In a field such as work study, one finds there are more than 135 films—some dealing with the value of work study as such, others with general theory, the majority with demonstrations of specific situations. This last type of film is designed not to be used in isolation but in conjunction with lectures and practical work. Yet it is precisely this type of film which is lacking in the field of supervisory training.

In short, there is a serious shortage of the right type of films for supervisory training. Courses on this subject are designed usually to encourage the maximum student participation, and to wed theory to practice by presenting real-life problems for which solutions may be sought in group discussion. The conventional film rarely fits into such a situation and was never designed to do so. Until there are films which are so designed then this very important medium can never play its full part in training courses by providing that realistic link between training centre and shop floor.

These Girls Work Literally in the Dark

Here is a case history of how a firm of management consultants devised an effective system of training for girls who have to roll film in pitch darkness. By teaching each separate element of the job before letting the girls practise the whole operation, training now takes half the previous time.

By A. J. CHANTER,
Director of Industrial Relations,
Personnel Administration Ltd.

THERE must be very few operations in industry which literally entail working in the dark. It is doubtful whether any reader of this article could name one. Even coal-mining does not entail working in pitch blackness.

But the operatives who roll photographic film with its protective wrapper known to all of us, work in almost complete darkness and enjoy it.

Hundreds of thousands of rolls are made annually. Processing, making, despatching these requires absolute cleanliness and obviously a glimmer of white light or a speck of dust before the film is protected by its lightproof wrapper would be disastrous. Although the actual making of the sensitised film is an automatic process, the operations of cutting the long lengths into the familiar carton size, and winding these and the protective wrapper on spools prior to packing and despatch, are all done manually by trained operatives working in a dark room.

Here at the end of a long corridor, screened from daylight and lit only by dim directional green lights, sit dozens of girls, singing and humming and talking to each other while they do their work, just as if it were taking place in broad daylight.

There are only a few manufacturers of photographic film in this country and Ilford's, a well-known name, had experienced the usual difficulties generally associated with any job out of the normal run. Labour turnover was higher than desirable and training ran into several months. Because of this the decision was made to obtain advice and assistance from Personnel Administration Limited, a firm of management consultants who, as well as dealing with other aspects of management, specialise in operative and staff training.

An analysis of the work showed that certain aptitudes and qualities were necessary for skilful operating, and some simple selection procedures were used. In addition, training devices were designed on which trainees were able to develop the skills required—dexterity, sensitive touch, etc. Observation of the trainees on these during their initial two to three days gave further indication as to whether they were suitable for this type of work or whether they should be transferred to a simpler job elsewhere.

Acquiring Skill and Stamina

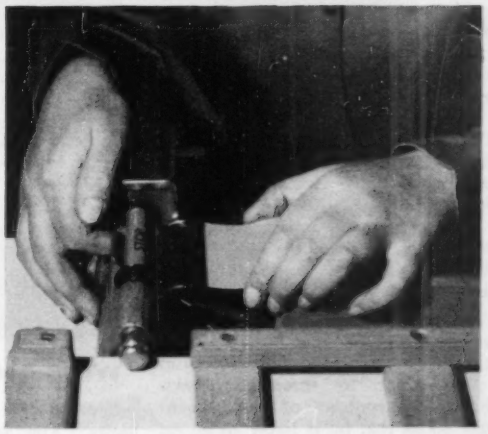
The analytical method of training used is based on a detailed analysis of the operation to determine the particular skills and job knowledge required for its successful performance. Even the simplest jobs involve a number of fundamental skills — sense of touch, movement (muscle sense), judgment, co-ordination, etc., and training time is considerably reduced by helping the learner to acquire the requisite skills by practice on suitable devices, by special exercises and by systematic instruction in the elements of the job itself.

It is a fundamental part of the system that training is first given on the separate elements of the operation and only when these can be done correctly and at experienced worker's speed is the trainee allowed to tackle the complete operation as a whole. Having reached the stage of being able to do the complete operation for a short period, maybe only a few minutes, the remainder of the training consists in building up stamina so that the length of production run can be gradually increased until the learner is working for a whole shift at the required performance.

Actually hand spooling is carried out by a team of two operatives, one of whom cuts the film into lengths and inspects while the other does the wrapping on to the spool. Correct size and length of film and its correct positioning in its wrapper are vital requirements, and obtaining this is one of the main functions of the training. Typical faults which must not occur are:— badly cut film, damaged spool, buckled film, creased tape, handling kinks, finger marks, damaged edge and scratch marks.

Although a comparatively simple operation, its training is immensely complicated by the fact that the work is done in pitch darkness and its skilful performance is wholly a matter of touch and knowledge of what has to be done and why. For this reason there is a brief introductory period of training in the daylight when trainees can be shown what they have to do, what are the quality requirements and how faults can arise.

This short period leads on to the next stage where the learners wear dark goggles and perform all the exercises while the instructor watches and checks for faulty movements and quality. The final and main part of the training takes place under the normal dark room conditions.



Watched by the instructress, a trainee working at a roll film spooling lathe is being taught to check with her finger that the pointed end of the backing paper is fully through the slot in the spool. (Right): A close-up of the head of the spooling lathe. The right hand is checking the position of the wrapper prior to the left hand feeding in the film.

A further important aspect of the training, because the operation is carried out in the dark, is that every movement of raw material, equipment and finished product must be carried out exactly as planned. Spools must be correctly positioned in their trays, empty trays and tins must be kept in their right places and full trays must be set aside in the position allocated for them. Traffic in and out of the dark room must be organised, and there are accepted "call signs" to indicate where movement of materials is taking place and what is happening.

Ilford's instructors, using these methods, are now training learners to experienced workers' speed and quality in less than half the previous time. In addition some of the below-average established operatives are being retrained in the correct movements and procedures and are showing considerable improvement. For example one pair of retrainees who had already spent 22 weeks on production achieved an increase of 48 per cent in output after four weeks' retraining.

A secondary but further important advantage of successful retraining such as this is the improvement which results in morale.

Works discipline has, admitted, got to be maintained—but punitive measures are not the only way of achieving it.

The Big Stick or an Agonising Reappraisal?

TWO prompt replies to the problem of the electrical engineer which I outlined in the August issue of this journal enables me to pursue the subject of discipline and control, which we opened then.

The replies are particularly interesting for they take quite opposite points of view.

A personnel manager writes:—

"This is a clear case for wielding the big stick. Many a post-war manager, in striving to build and maintain 'good' human relations, and afraid of losing scarce labour, has compromised on discipline. He has felt that if he attempts to maintain firm standards he may be labelled by higher management as 'old fashioned' or as 'causing trouble'. This is a misinterpretation of what is meant by the term good human relations. Discipline is an integral part of any healthy social organisation and it is a vital management function to uphold it.

"The electrical engineer has now only one proper course open to him. One man has refused to go over from day-shift work to three-shift work (although his contract of employment clearly states that he is liable to go on to shifts if required) on the grounds that he is a band leader in his spare time, and a second man, the shop steward, has also refused to go on shifts. We are not told his reasons but they are probably something to do with the way he views his job as a shop steward.

"What will happen to this department if the other suitable men for shift work all, in turn, refuse to switch? Complete disintegration of the group and the discipline which normally operates in it may be the result. The electrical engineer must call both men to an interview at once. He must explain the management position to them and call first, on the band leader, to reconsider his decision. If he refuses, he must dismiss him. He should then re-offer the position to the shop steward and if he refuses he has no option but to dismiss him, too".

The other letter is from a civilian superintendent in one of the repair depots attached to the Armed Forces. He says:—

"This is a situation in which management should show a little consideration. A man is not likely to give up remunerative employment as a band leader (he may even earn more doing this than in his regular employment). If the situation is badly handled this firm will come out of it one good electrician short. The situation may yet be saved if the chief electrical engineer now calls for a volunteer from the day shift to take on the shift work. It may well be that the shift hours would suit one of the other men better and that he would welcome the opportunity to change".

What Actually Happened

Well, here we have two opposing views. The actual manager who had this problem to solve in fact acted more in accordance with the personnel manager's suggestions. He re-offered the job to the band leader who refused it and he then re-offered the job to the shop steward who accepted it. The band leader was dismissed.

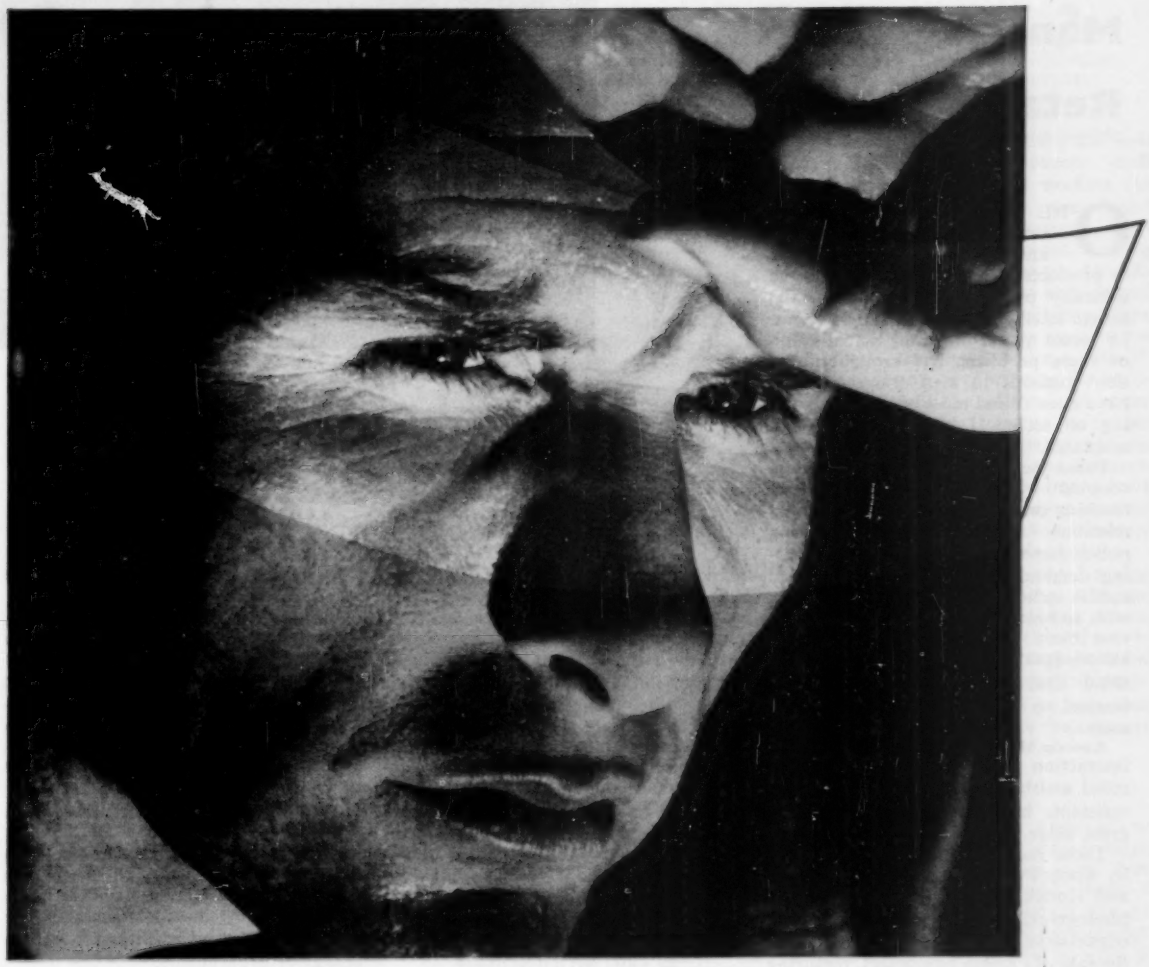
It seems to me that all cases of discipline have wider and deeper ramifications than the incident which actually causes the trouble. Unless a manager becomes skilled at recognising what these wider issues are he may deal successfully with one incident, only to find other similar ones arising later or, more probably, he will handle the original issue inadequately.

The manager must first be clear in his own mind as to what his purpose is. If, for example, he conducts a "discipline interview" such as the one conducted by the electrical engineer described above, what does he want the outcome to be? The broad purpose of any manager in such a position must be to try and bring the behaviour of the erring person back into line once more. People work together in co-operative enterprises in order that some common goal or objective can be achieved. There must be standards of conduct or behaviour, or anarchy would prevail and no progress could be made. Most of the time, therefore, the majority of the members of that organisation (whether it is as large as the State itself or as small as a working group in one of its factories) discipline themselves to conform to these standards because it is in their interests to do so.

A sensitive manager should ask himself two broad preliminary questions: First, is this a case of an individual's attitudes (to his work or to the firm or to life in general) being at fault? Secondly, is there something wrong with the organisation of the firm or with management's leadership which is weakening the sanctions which a healthy organisation normally brings to bear on individuals to make them conform?

The organisation of the department and company policies are also at fault, however. When shift work is so necessary, some provision for reminding the men regularly that they are liable to go on shifts should be made. Since, too, difficulties for individuals are likely to be caused when they are asked to make a change of this kind, some kind of machinery for choosing shift workers should have been agreed with the union and the men before this. A third factor which was probably influencing both men, though they did not say so, was the financial aspect. The difference between the pay for day and shift work had become too narrow.

These various organisational factors were reinforcing both men's private objections to shift work and the electrical engineer found himself faced with a serious case of indiscipline. When space permits I should like to examine some other cases using the same method.



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RX A-E

Managing Retail Staff

Boots' trainees being shown the intricacies of a camera at their Oxford Street training centre.

This School Teaches Intelligent Salesmanship

By ERIC WOOLNOUGH

ONE of the major problems in retail salesmanship of technical and semi-technical equipment or products to the general public is the difficulty of training staff to sell the article intelligently but in simple terms. In recent years, however, a realisation of these problems has brought about new methods in staff training which have been found most effective in passing on technical knowledge to retail assistants.

These new methods of instruction, coupled with traditional systems of teaching general salesmanship, customer relations and individual company policy, have developed with the increasing demand by the public for trained staff in technical departments. Assistants with technical training are able to discuss their products intelligently with knowledgeable customers and at the same time offer sound advice and counsel to the less-experienced customers.

Among the many different means of instruction in technical matters for retail assistants, "clinics" for student-assistants have been found to be of great value.

These methods have been developed by Boots Pure Drug Company Limited and Kodak Limited for training retail photographic assistants. In both organisations the initial object has been the sale of camera equipment, requiring technical knowledge on the part of the salesman.

Boots and Kodak have found the best method of passing on this knowledge to assistants has been by a system of "clinics". **These can also be adapted to training classes for other products.**

With the "clinics", the class is split up into groups of four pupils—each with an instructor—to examine and discuss every item of photographic equipment available to the average amateur photographer. By handling and studying the equipment, discussing its range of operations and its limitations in the case of simpler equipment, the students receive an intimate knowledge of the goods they will be selling.

Although the courses have basic subjects, the emphasis on these subjects is determined by a system of analysis of market trends and the popularity of different lines of equipment. In this way it is possible to concentrate on popular selling lines as well as prepare for new items of equipment which are arousing interest among photographers.

Even after completion of the course, Boots encourage further study by employees to attain other qualifications. The employees are encouraged to undertake Pitman courses in photography by subsidised study agreements. An extension of this practice has been developed with the recent introduction of Boots' own correspondence course for assistants in photography departments.

An indication of the success in this field has been with examinations organised by the Photographic Dealers' Association and since 1947, of the 467 people who have passed the P.D.A. examination, 154 have been Boots employees.

Boots' course in photography was set on a permanent footing eight years ago and since then about 1,000 employees have received training. Courses are conducted from well-appointed lecture rooms in Oxford Street, London, under the control of the photographic staff trainer. They range from one course of five days for beginners to a 10-day course for senior photographic staff. Among the instructors are personalities with national reputations in the world of photography who gratuitously attend the classes to give instruction on specialist fields of their craft.

Another system of training newcomers to the Boots' photographic counters operates at 15 regionally selected branches where there are experienced staff in charge of departments. The pattern of training in these centres is set by a syllabus laid down by the photographic staff trainer in London who sets and marks an examination paper after a three-month period.

The object of this training system is to introduce newcomers to the "Boots approach" in selling photographic equipment. At the conclusion of their training, successful students are sent in charge of departments.

Also included in Boots' staff training activities is a five-week pre-management course intended to prepare the pharmacist for his first, and pending, branch management. One week of this course is devoted to photography.

Regular conferences and discussion groups are also arranged to bring photographic assistants together to confer on latest developments in equipment and to exchange points of salesmanship, new services and new approaches to the public.

It has been found that photography courses mean more than just an increase in knowledge of cameras and equipment. They give the employees confidence in the goods they are handling and this air of confidence helps to dispel the "fear of photography" and misunderstanding which exists among most newcomers to the hobby.

WHO SHOULD BE BOSS?

The Personnel Manager or Training Officer?

By JOHN WELLENS

The training officer in recent years has penetrated into industry with, as it were a series of leaps and bounds. Sometimes his duties seem to cut across those of the personnel manager. Who, then, should be the boss? This article puts forward a new approach to the problem.

OF all the problems in human relations which face a personnel manager one of the trickiest affects himself. What relationship should exist between the personnel manager and the training officer? This is a question which, as a consultant, I am frequently asked. Should they be of equal status or should the training officer be responsible to the personnel manager? There is no ready-made answer to this problem: the reply depends upon many factors; and it is these factors which determine the correct relationship that I discuss in this article.

Why is there no ready-made answer to the problem? Because there is no such thing as a typical training officer. When we think of a personnel manager a fairly definite picture comes into our minds. He will be dealing with questions of pay, conditions of employment, safety, welfare and such matters. The differences between his work in one firm and in another are slight: perhaps the greatest difference is whether he deals with salaried staff or only with wage earners. Even acknowledging these differences there is a uniformity about the work of the personnel officer which is missing from the work of the training officer. There are several reasons for this. In the first place the personnel officer emerged as an industrial figure just after the first world war: the training officer came much later, after the second. And then, as a result of the activities of such bodies as the Institute of Personnel Management, itself founded as early as 1913, personnel management is now well on the way to being recognised as of professional status. Along with this movement towards professional status, and part of it, has gone the development of a series of recognised examinations and courses which prepare students for them. All these factors have made for the clarification of the outlines of the personnel officer's job.

Not so the training officer: the typical training officer does not exist. At one end of the scale we have the man who has sole responsibility for training in his firm and who is a director of that firm. Some of these posts are filled by men of distinction in the academic world who are also pre-eminent in the industrial field. At the other end of the scale is the man who has spent 20 or 30 years as a skilled craftsman and who has been upgraded to the post of instructor in charge of the boys in the training workshop. In between are men who started life as schoolmasters and technical college teachers. There are others who started life as clerks and they are not the least successful. My impression is that ex-schoolmasters do not predominate; indeed, it would seem that most come to the job quite innocent of the principles or practice of education.

In executing the job there are wide variations. Training covers craft apprentices, other young workers (by inference, semi-skilled), semi-skilled operators, supervisors, managers, technological training, commercial training and special training projects. Usually the training officer is given only part of this schedule as his responsibility. Thus, the managing director may operate the company's scholarship scheme himself, without, in any way, bringing the training officer into the picture. In some works, supervisory training is in the hands of the works manager, on the misguided principle that the foremen are directly responsible to him. I have even seen commercial training handled by the company secretary and this on a firm with an efficient training officer.

Elsewhere, I have seen the training officer cover the whole range with the exception of operator training which was carried out by the personnel manager: this situation is common on those plants with a big turn-over of semi-skilled operators. It will be seen that all sorts of people can have their fingers in the training officer's pie.

No Uniformity

In practice, therefore, there is no uniformity in the work: indeed, there is no recognisable common core. One of the most efficient training officers I know works in a plant which has no craft apprentices at all and so it cannot even be said that apprentice training is the common core. Again, take the hypothetical case of a firm manufacturing ice-cream with no off-set trade for the winter. The job of the training officer in this setting is to train quickly in the early spring the temporary labour required for packing and similar semi-skilled operations. It is almost certain that such a training officer would never deal with juveniles as juveniles.

The fact that most training officers deal with a restricted part of the whole job is of extreme importance. With no recognised training for the job men somehow learn to be training officers from others more experienced, or, if they work alone, by trial and error. Thus it can happen that a man can become an efficient training officer with one particular firm, then transfer to another to find that his experience with

the first company is not relevant to his work on the second company.

More important, however, than all these influences is the fact that there is no body or institution leading training officers forward to the attainment of professional status—indeed, one big lack in this country is some institution to represent solely the training officer and his interests. Until some such institution emerges training officers cannot reach professional status nor can there be any standardisation of their work. Thus, for the present, there can be no recognised examination and, therefore, no formal courses. All this makes the training of training officers a hit and miss business.

Let us return to the question we originally posed. What relationship should exist between the personnel manager and the training officer? We know what we mean by the term personnel manager but not by the term training officer. There can, therefore, be no general answer to the question.

Future Pattern

In the absence of a general answer is there a special answer for each works or each type of works? I think that there is and in considering this restricted question we shall see what is likely to be the future development of personnel management and training in this country.

Consider first our ice-cream factory with a flourishing trade in the summer and a slack winter. The skilled technicians, ice-cream makers and laboratory staff of analysts and so forth comprise a very small group of permanent employees. The majority of the labour consists of unskilled people recruited in time of need, often from the corps of out-of-work actors whose period of maximum activity is complementary to the ice-cream trade, who are concerned largely with packing and distribution. In this case there can be little activity in the field of supervisory and management training and this might reasonably fall to the managing director. The training officer is training the unskilled labour. This can be a full-time job and falls naturally within the province of the personnel manager to whom, in this case, he should be responsible. Here, training is one aspect of the supply of labour and nothing more.

Let us move to the other end of the scale—a firm in the atomic energy field. I chose this because it will be here that there will be a high proportion of graduate employees but there will also be skilled engineers and other skilled craftsmen. These latter will be so important that it will be necessary to employ a man skilled in labour relations and union matters to be responsible for the working conditions of these men. But it is highly probable that a man capable of dealing effectively with labour relations would not be at home with graduate recruitment, selection and employment. I doubt whether there are many personnel managers, as yet, dealing successfully with these two functions together.

The man most likely to make a go of the graduate aspect would be an education and training officer. In such a firm one would expect the training officer to be a graduate and therefore to be familiar with the complexities of university and technical college organisation. What is more, with a common background, he is more likely to understand and be sympathetic towards the attitudes of the graduates than the successful labour relations man who has worked his way up by a less academic route. It would be inappropriate, in such circumstances, to make either of these men responsible to the other—unless both men were outstanding such a relationship could be the source of endless friction.

But we do not have many works specialising in atomic matters. Quite so, but as industry becomes more scientific a situation similar to that I have just described is going to be more common.

In between these two extremes you get these two situations blended in varying proportions. Only when training serves the functions recognised as exclusively within the personnel manager's sphere should the training officer be responsible to the personnel manager. Such functions may be the training of unskilled and semi-skilled labour, training in safety procedures, induction training, some forms of clerical training and background training in company history and the activities of the firm.

Where there is any volume of training outside this field a well-qualified training officer should be appointed. I imagine him dealing with the training of technicians and technologists, with commercial apprenticeship along the new lines, with supervisory and management training.

But where a works grows to a certain size and employs an appreciable proportion of graduates such as engineers, economists, statisticians, computor programmers and the like a new situation emerges. It has been quite common within recent years for the education officer to act as personnel manager to the men in these grades. It has been a reasonable temporary solution, but I believe that it will not endure. Problems arise in large numbers. Who keeps the records? At what stage in a man's development does he pass from the sphere of one officer to the other's.

Three Specialists

My reading of the situation is that a new form of development is inevitable. I see the staff manager as the key to the new situation—a man performing the same function for staff grades as the personnel office fulfils for the shop floor workers. It is within the last few years that we have seen the appearance of the staff manager: his function is even newer than that of the training officer and, to some extent, has grown out of it.

It seems to me, therefore, that we shall see three separate functions in this field: personnel management, staff management and training. Each function will require the services of a specialist. It is then that the question of organisation will come to the fore. Efficiency will demand that, in those plants large enough to warrant it, these three men should be responsible to a fourth—the personnel director with a seat on the board. Only then will it be possible to operate the whole personnel function as a unity. Only then will all aspects of personnel management contribute actively to the well-being of the firm. The present arrangement found in some firms where the personnel manager is responsible to the works director and the training officer to some other director, say the research director, will be recognised for what it is, a form of out-of-date lunacy.

As one moves from the large firm to the small firm the same principles should apply. Somewhere all personnel functions should converge in the person of one man who has sole charge of ALL personnel activities. It is my belief that this person should have a seat on the board: this is one of the lessons to be learnt from the States. If he has no seat on the board the next best thing is direct access to the board. This stems from my belief that the various personnel functions are together not less in importance than any other function—and in this I include sales and finance.

NOTICE TO READERS

We would like to have your views on the matters raised in this article. A guinea will be paid for each letter published.

How Management Can Sponsor Healthy Recreation

If the sports and social club is proving a flop, the personnel department need not despair. Management should guide as well as provide, if its workpeople are to take an interest in some form of active leisure. If funds permit, the first step is to appoint a recreation organiser whose duties would include working in with other local clubs and bodies.

By G. A. McPARTLIN
Senior Technical Adviser
Central Council of Physical Recreation

MANAGEMENT'S policy in the sphere of recreation should be to *encourage* employees to take up leisure time pursuits which will help them to lead fuller, healthier and happier lives. This may be achieved in two main ways.

1. By helping the employees to take part in recreational and social activities in which they are already interested and in which they have acquired a degree of proficiency.

2. By encouraging the worker to develop interests in pursuits which they may hitherto have had no opportunity of sampling.

To some extent, the first of these two aims is at present being tackled by the traditional type of social and sports club and management's part ought to be confined to helping with the provision of facilities and by occasionally subsidizing specific events where necessary, but as a rule the club should be run by the members for the members. Management should not occupy, *ex officio*, key positions in the club nor should it dole out largesse indiscriminately. Unless the employees run their own show and for the most part find the money to do this, a club will not be a success.

The development of latent interests on the part of the employee is an entirely different matter and is properly management's responsibility. It should not matter a scrap if the interest when developed may have to be carried out elsewhere than under the umbrella of the industrial club. The idea that employees should perforce seek their leisure time recreation in the works club is untenable. From management's point of view, it does not really matter *where* the employee enjoys his recreation, provided it is healthy and satisfying and that it refreshes him physically and mentally—so helping him to enjoy his work and his life to the full.

Take, for example, the game of golf. In co-operation with the Golf Foundation and the C.C.P.R. the firm can promote self-training classes for beginners. In these classes the worker can find out (at very little expense), if he has any aptitude for the game and if he really likes it. When he has decided these points, he may then join the local golf club—possibly on special terms which may be arranged by the firm—but there need not be a golf section in the works club until the demand for it reaches proportions when it must be considered seriously by the general committee of the Club.

The Recreation Organiser

The first step towards the development of a new programme and policy in industry is the recognition of the need for an entirely new appointment. Instead of employing a secretary for the sports and social club there is room for an appointment offering much wider scope and carrying much greater

responsibility. The recreation organiser should be capable of reviewing provision in the firm; advising on what is required; overhauling existing machinery and setting up new, as necessary.

The job will demand qualities of a very high order and the man appointed must be sufficiently well paid to ensure that he is not tempted by the offer of better-paid posts. He must have the ear of management and the personality, education and technical ability to discuss his problems with the medical officer, the welfare officer and the personnel officer as with his equals. There is not sufficient space to discuss how such a man may be selected and trained but let us set down what the job requires.

1. Familiarity with modern industrial conditions, trends and tendencies.
2. Knowledge of the social pattern of modern life.
3. Knowledge of the principles of physical education, games and sports, outdoor and indoor activities.
4. Knowledge of administrative and committee procedure.
5. Ability to organise competitions, social events, etc.; and
6. Ability to speak well in public.

The man appointed should work very closely with the social and sports club. He should be their technical adviser and although in smaller firms it may be necessary for him to assume the duties of general secretary of the club, wherever possible this should be a separate appointment.

The recreation organiser should be able to discover either by using a questionnaire or by interview what new entrants to the firm are interested in. He should also have the knowledge and ability to stimulate latent interest by means of propaganda events. He must not cater only for his own tastes or his own sex, but be quite open-minded and be just as keen to help those who are interested in a stamp collecting club or bird watching as those who regard rugby or cricket as the best forms of recreation.

The idea that the firm must provide the facilities and the staff to run every activity in which the employees may become interested is frankly ludicrous when one considers the enormous range of possible activities. Where there is sufficient demand to justify the formation of a section, the club should consider whether or not one should be formed. Traditionally, industrial clubs tend to cater for games like soccer, hockey, netball, cricket and tennis and social activities like dancing and whist drives, but before the firm or club embark on considerable expense in providing new facilities, the recreation organiser should explore the situation in neighbouring firms and discuss the problem with other local organisations, especially the L.E.A.s and the Parks and Recreation Departments.

This will help to avoid overlapping, duplication of provision and waste of money. Insularity as between industrial clubs and between industry, has in the past, allowed a great deal of this to occur. A recreation organiser can be most useful here by meeting the organisers of physical education employed by the Local Education Authorities and the Recreation Parks Officers of the Local Council, as well as colleagues in neighbouring firms.

Independence Unwise

No industrial concern however large can become completely self-supporting as far as provision for recreational pursuits is concerned, nor is it desirable that it should try to do so. The obvious method of providing what is required is by enlisting the support of the many organisations that already exist for this purpose.

For example, the governing bodies of sports like the Football Association and the Lawn Tennis Association run coaching schemes which help to train beginners or to train coaches or leaders who in turn can be used for this purpose. The Outdoor Activity Associations like the Mountaineering Association and the Canoe Camping Club promote climbing, sailing, canoeing, ski-ing, camping, etc., and will help employees to find their recreation in these pursuits. The various dance and physical training organisations like the "Keep Fit" Association and the "Women's League of Health and Beauty" can help by either providing leaders to take a class within a social and sports club or by offering membership of classes run outside the firm. Other organisations exist which could help with the formation of art and dramatic clubs, operatic societies and various hobbies.

It is the recreation organiser's job to be *au fait* with all of these, in particular with the branches and clubs in the immediate area of the firm.

Finally, if his work is to be really effective, he must work in close co-operation with the Central Council of Physical Recreation. On a national level this organisation has the same aims and interests as the firm in the field of encouraging people to take part in active leisure. In each area in the country the C.C.P.R. has a regional office with a staff of technical experts whose job it is to be familiar with all the opportunities that exist to enjoy active leisure pursuits. It works in close co-operation with all other agencies in this field, including the governing bodies of sports, the national voluntary organisations and local education authorities. In co-operation with its 200 member organisations, it is able to provide opportunities for beginners to learn new games or sports ranging from archery to weight-lifting. It also provides opportunities for enjoying outdoor activities like sailing, riding, skiing and canoeing.

Apart from introducing beginners, the C.C.P.R. trains those who are already experienced performers to become leaders and coaches so that they in turn can pass on the benefit of their skill and experience to others. Thus if the recreation organiser can find suitable men and women the C.C.P.R. will help to train them so that they become focal points for development within the firm. North of the border the Scottish Council of Physical Recreation has the same policy and carries out the same work.

6 Steps to promoting Active Leisure

1. **Do not think merely in terms of your works sports club.**
2. **Appoint someone with the time and authority to reshape recreation activities.**
3. **Find out what sports or hobbies interest newcomers.**
4. **Don't attempt to cater for all tastes, but know where these can be catered for.**
5. **Work with other firms and local authorities, and so avoid costly and time-wasting overlapping.**
6. **Consult the local branch of the C.C.P.R.**

MANAGEMENT
NEWS ★ NAMES ★ IDEAS

Gilt-edged Security for 3M Workers

"PEOPLE are the company's best investment, and we propose to invest in them", said Mr. J. D. Mackenzie, managing director of the Minnesota Mining and Manufacturing Company, to his employees at their last annual dinner. The gilt-edged security he had in mind was a new combined retirement pension and life assurance scheme, for which about half of the company's 2,000-odd employees were immediately eligible. It was inaugurated on January 1 this year.

The scheme is based on the assumption that the normal retiring age for a worker is 65 years (60 in the case of women); total years of service determine the ultimate amount of the pension. Example: if an employee's pensionable earnings are £500 per annum he contributes 6s. 3d. a week and his pension for each complete year of service would be £6 5s. Assuming a working life of, say, 30½ years, the total pension would amount to £6 5s. multiplied by 30½, that is, £190 12s. 6d. If the employee died during his service, his life assurance benefit would amount to £750.

At this level of earnings the amount paid into the scheme by the employee himself would be exhausted within two and a half years after retirement, so the balance is made up by the company.

Certainly the firm expects its employees to live—and thrive—in retirement. But if a man should die before his allotted span (say, at age 66) his dependants would receive a sum based upon the assumption that he would have lived to 70.

For the scheme to be economical, the company had to enrol the maximum number of eligible employees. It was boosted by a strong publicity campaign—by an explanatory booklet, posting on staff notice-boards, special lectures accompanied by visual presentation and by letter to those employees who were already members of a pension or life assurance scheme.

People in this category were "bought into" the scheme at considerable cost to the firm; they were placed in virtually the same position as if they had been members of the new scheme for the whole of their time with the company.

Result to date: 88 per cent of eligible employees have enrolled. In some areas, and in certain categories, there was 100 per cent response.

Other company investments in recent years have included: the new, glossy 3M House in Wigmore Street, London; complete modernisation of the Birmingham abrasive plant; a £1 million extension to the factory at Gorseinon, near Swansea. The last is planned to give work to a considerable number of South Wales unemployed. Wasn't this investment enough? Obviously not.

People still pay the best dividends.

Good Girls and a Gone Goon

Harry Secombe gets a presentation Playsafe poodle from the firm of Wendy Boston Ltd. He gives it a "Goon" look as Miss Norma Mayled, one of the five winners of the firm's Good Timekeeping League, presents it. All rather crazy, no doubt, but first-class fun.

The Amir of Dhala from the Aden Protectorate visits the Small Heath works of BSA. The Amir expressed interest in motor-cycle manufacture, hence the visit. He is seen here with his young brother, watching a blind operative at work.

Clerical Pay Rises

IN the past two years clerical workers have done slightly better in pay increases than manual workers. Pay increases for clerks were between 11 and 16 per cent—about twice the rise in the cost of living. Manual workers received, on average, about an 11 per cent rise.

But, for male clerks, this improvement came after 10 years in which they lagged behind manual workers.

These observations on comparative earnings are made in a survey of office workers' wage rates, prepared by the Office Management Association. It is the eighth OMA survey since 1942, and gives details of wage rates at March 1 this year.

One thousand establishments were covered, employing almost 90,000 clerks. Sixty-four per cent of them were women—roughly the national average. Three-quarters were routine clerks, but proportionately more women than men do the routine work in the office—83 per cent against 60 per cent. Other points were:—

Typists—more than half the number of clerks employed on typing and shorthand-typing work are paid between 10s. and £1 a week more than other clerks on similarly graded work. There is still a special shortage of girls and women with these skills.

Equal Pay—there has been no further movement towards equal pay since

1954; in some cases the gap may even have widened.

Geographical comparisons — if your company is in London you pay your women and young clerks higher salaries than anyone else in the country. But some other areas offer more to adult male clerks.

The survey is available from the OMA at 58 Victoria Street, London, S.W.1. Price: 42s.

Appointments

The Central Electricity Generating Board has appointed **Mr. C. A. Adams** as its chief nuclear health and safety officer. Mr. Adams is at present chief of trials and safety of the United Kingdom Atomic Energy Authority Weapons Group at Aldermaston.

Mr. K. P. Cresswell, training officer of the Dunlop Rubber Co., St. Mary's Mills, Leicester, leaves this month for Renfrewshire to take up another appointment with the company. Mr. Cresswell has been with Dunlop since October, 1947. Before becoming training officer he was engaged in planning work. One of his duties has been to edit the St. Mary's Mills news sheet. He is succeeded by **Mr. Paul Bennett,** who has been with the company for nine years.

Mr. William Durham has been appointed assistant director of the Industrial Welfare Society. He succeeds Mr. John Holland who has resigned from the IWS to join Associated Television Ltd. as personnel manager. Mr. Durham, who is the author of "Industrial Pension Schemes", joined the IWS in 1955 as head of the Society's information department. He will retain responsibility for this department in his new post.

The Board of Trade announces that the **Earl of Halsbury** will retire from the post of managing director of the National Research Development Corporation on March 31, 1959. Lord Halsbury was responsible for the launching of the Corporation and became its first managing director in June, 1949. Amongst his many other interests, he is president of the Institution of Production Engineers, chairman of the National Institute of Industrial Psychology and a member of the court of governors of the Manchester College of Science and Technology.

Mr. G. F. Hebbard, canteen manager at the Plessey Co. Ltd., since 1951, left recently to become chief executive with Country Investments Ltd., caterers and catering consultants of Folkestone. While at Plessey, Mr. Hebbard completely reorganised the catering service

Mr. Hebbard. Thousands of meals from Italy to Ilford.

in the firm's rebuilt canteen at Ilford, to provide several thousand meals and snacks each day. He gained experience of feeding large numbers during the war when he was awarded the M.B.E. for feeding between 12,000 and 15,000 men in Italy. At a farewell ceremony Mr. Hebbard received a gift from the board, together with a leather suitcase and a battery-driven clock from members of the Plessey canteen staff.

Dr. W. Angus Macfarlane has been appointed managing director of the National Industrial Fuel Efficiency Service. He has been chief executive of NIFES for the past four-and-a-half years. Before that he was scientific attaché at the British Embassy, and head of the United Kingdom Mission, in Washington.

Sir Wilfred Neden, C.B., C.B.E., has retired from public service. He is succeeded as chief industrial commissioner at the Ministry of Labour by **Mr. P. H. St. John Wilson,** C.B. C.B.E., who has been under secretary of the Ministry's industrial relations department since January, 1957. Now aged 50, Mr. St. John Wilson has been at the Ministry for twenty-eight years. His early experience was in employment, training and unemployment insurance. In 1952 he took charge of the youth employment and disabled persons department. Two years later he was chairman of the committee on supervisory training and, from 1953-56, a member of the Piercy Committee on rehabilitation of the disabled.

Mr. A. F. O'Shea, A.C.I.I., London manager of the Royal Insurance Company Ltd., and of the Liverpool & London & Globe Insurance Company Ltd., has been appointed chairman of the Fire Protection Association. He succeeds **Mr. E. C. T. Carden,** who has held the post since 1953.

Mr. L. Holgate, previously in charge of planning and rate-fixing at the south works factory of Leyland Motors Ltd., has been appointed the company's chief time study engineer. He joined them in 1935.

News Snaps

THE DUKE OF EDINBURGH has consented to be patron of the Electronic Computer Exhibition and Business Symposium which will be held at Olympia, London, from November 28 to December 4. Over forty British firms will exhibit electronic computers and ancillary equipment.

AN ATOM FOR THE TEACHER—Forty-five science teachers from thirteen member countries, the USA and Spain, attended the second OEEC course in Munich last month, aimed to help them run similar courses for science teachers at home. It included lectures on how to teach atomic and nuclear physics, chemistry, physics and biology in school, and how to use new teaching methods like radio, films and TV. Third course in the series takes place in Paris in November.

PRODUCTIVITY BEGINS AT HOME—Leicester Productivity Association plans a big membership drive this autumn; civic backing is expected. Circulars will go out to local firms, and a half-day conference will be held in addition to the usual programme of public meetings.

SAFE FOOT FORWARD — Foot injuries accounted for 18 per cent of lost-time accidents at ICI's Nobel Division Ardeer factory last year. To encourage employees to use safety boots and shoes properly, a safety footwear exhibition will tour the factory this month and next. Special feature will be on-the-spot selling.

MANAGEMENT CONSULTANTS—what sort of men are they, what are their qualifications, will they get on with permanent staff? Answers to these questions are given in a new free booklet by the Management Consultants Association, 4 London Wall Buildings, London, E.C.2.

"TAKE YOUR SECRETARY into partnership", says Mr. A. C. Durie, general manager—administration, Shell-Mex and B.P. Ltd., in a new booklet of that title. It discusses the qualities of personality, over and above basic technical skills, which "mark the difference between a private secretary and a competent shorthand-typist, however expert".

PROTECTIVE SHELL—Would your factory roof and framework survive a fire? With an eye to the quickest return to full production the UAM Group Advisory Service, Tolpits, Watford, Herts, have issued to architects and consultants a new information bulletin—*Factory Fires: Production the main consideration.*

FORMICA CURVED SURFACES

For canteens

FORMICA·

CURVED SURFACES

If you are equipping (or re-furbishing) a modern canteen, there is one technical development that you must not ignore! And that is the arrival of FORMICA curved surfaces.

A glance at our picture will at any rate indicate some of the possibilities now open to you — possibilities which your architect or consultant designer will welcome, and which any good contractor can turn into reality by making use of the new process of 'post-forming'.

Most of the popular colours and patterns of FORMICA decorative laminates, charming and virtually everlasting, are now available in post-forming grades: you can have them curved or flat, with all the grace and added convenience that that implies. We offer some suggestions overleaf...

Suggested applications for canteens

Curved or flat wall-panelling, with corners neatly turned.

Counters smoothly sweeping from back to rounded fore-edge.

Tables either flat or with rimmed or rounded edges.

Trolleys with curved service edges and protective rims.

Kitchen shelves and working surfaces, flat or curved according to purpose.

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Don't Fight that Grapevine— Make Use of It

If you can't beat a racket, join it. We are not offering this cynicism as a design for living, but the phrase itself—with the necessary alterations—is very sound advice for coping with the grapevine.

JOY and sorrow flow swiftly in industry. The shop floor needs no radio nor newspaper to spread its tidings. Mary's baby or Fred's promotion are known of—very often before Mary or Fred know the full facts themselves. The shop floor glories in a maze of communications as old as the beacons which once stretched from hill to hill across England. The shop floor has the Grapevine.

The Grapevine is intensely personal —facts are reduced to simple, subjective terms. Figures which leave the accountant's hands, cold and immobile travel along the Grapevine and gather humanity. So, details of the Company's balance sheet, seen in a local newspaper, will be retold in simple terms— "'They' made a packet last year—fat lot we got out of it". Fine points such as Capital Reserve or Development Reserve carry no weight. The terms are not generally understood and would therefore have no news value on the Grapevine.

Edicts of managing directors, often harsh and formal in pronouncement, are translated into warm terms as their contents pass from lip to lip through the grape vine. The brief message stating that a statutory holiday has been transferred reads, in the Grapevine, "'They' are doing us out of a day".

Wise management uses the Grapevine in much the same way that it uses the works council or the house journal. Even wiser management bears in mind the fact that the Grapevine consists of flesh and blood; is biased; has fears and expectations.

The Grapevine exaggerates, the Grapevine can lie. The one thing which the Grapevine cannot do is to remain mute.

Keep it Fed

Unless it is fed news, it will manufacture it and usually to the detriment of the subject—for the most interesting type of news has as its ingredients, sorrow or abuse. With nothing to say the Grapevine will wave its leaves sadly and say that depression is on its way again or that "They" are up to their tricks once more.

Management intending to use the Grapevine as a medium for communication should remember three things:—

1. The men chosen to carry the message must be reliable and trusted.
2. The message must be passed in an honest fashion. Through a Council meeting, the works journal or through the works convener.
3. The message must be simple.

Sensible use of the Grapevine does not indicate any deceit on the part of management. Through magazines, wall newspapers, films and joint production committees, management openly admits its desire to communicate its intentions at every level. It would be foolish if the Grapevine, speediest and oldest method of communication, was overlooked.

It would be equally foolish to use

A well-controlled grapevine is of course no substitute for direct communication with workpeople. This remarkable study of expressions was taken at the Lowestoft factory of the Birds Eye company when a member of the management was congratulating them on an output achievement. (Picture, courtesy "Birds Eye Views").

the Grapevine as a sole means of bearing news. The Grapevine is a measure of the adequacy of communications—it is quite supplementary to the verbal reports of the Works Council or the written information given in the company journal.

However both these mediums should be considered against the background presence of the Grapevine.

The newsheet should be edited in the sure knowledge that any sentence may be taken out of its context, not maliciously, but due to the inability of the Grapevine to carry ponderous messages.

A works editor must guard against this type of report—

"Mr. ———, foundry manager, said that men must be made to wear the goggles provided. Unless they did so, he would consider dismissal as a means of enforcing the rule."

The Grapevine would interpret the remark:—

"Old ——— is out to sack us".

Rather should the report read:—

"Foundry Manager, Mr. ———, was worried by the increase of eye injuries. For the man's own safety he felt that the wisest course would be to refuse to allow any man to work in the foundry without protection".

Minutes posted after committee meetings must also be written with a view to their future passage through the Grapevine. If a request for an extended tea break has been refused it would be inviting Grapevine wrath to say barely:

"It was decided not to extend the tea"

Rather:—

"Extension of the tea break was considered but it was agreed that an alteration would be inadvisable because . . .".

Reports should be explanatory rather than mandatory. The Grapevine will be kind to explanations concisely expressed. It will be harsh with blunt negatives lacking humanity.

Every Grapevine has its root or centre. Ideally, the personnel department, through the various channels of communication, should be that root. When the canteen or lavatory originate their own stories then communication has failed. To the personnel department each day come the cleaners, works policemen, the postman, supervisors and shop floor workers. This flow of human contacts is the life blood of the Grapevine.

Treated courteously and honestly they will provide a breathing link between those who know and those who would learn.

Invite Imagination to the Works Outing

If the annual works outing is becoming a bit of a bore don't be afraid to change it. True, geography and funds often cramp a firm's style but nowadays there is always scope for something really different—particularly where small groups are concerned.

By BRUCE MITCHELL

ONE feature of post-war Britain, which oddly enough has not yet been the subject of some exhaustive sociological survey, is the increasing imagination and sense of adventure people are bringing to bear on their annual holidays. As is to be expected, this trend is most marked among young people, though more than a few middle-aged and old people are now to be found using their holiday in a way which before 1939 would have been considered rather daring. Travel by plane, a visit to Europe, gaudy but exiguous beachwear, talking to strangers, motoring thousands of miles . . . simple things if we only think about them, but often the subject of prejudice and half-formulated fears.

Much the same type of imagination can be, and is being used by personnel departments in the matter of works parties and outings. The day will soon be over when the only chore the department will have to contend with here is seeing that a few hundred people are safely got to Blackpool or Brighton, are fed adequately and got back with the minimum of fuss and delay. This type of outing, of course, is a fixture—time and funds cannot stretch beyond a certain entertainment horizon where the whole works from managing director to tea-boy is in on the treat. On the other hand, the possibilities where small and select groups of workpeople are concerned are now very great indeed.

First, however, let us examine the traditional works outing which need not be the same old thing year after year, unless, of course, the employees want it that way. On this point, however, the personnel department need not conduct a survey: the grapevine will tell them in good time if the workpeople are ready for a change. It is at that stage that the personnel office can use its imagination assuming always that it gets *carte blanche* from the works council, the sports and social club or from whichever body has the final say on such matters.

Geography and cost have a large influence on determining the venue, but, say, a firm is sited well inland and reasonably near London, instead of a scramble to the coast, why not a scramble to The Derby? It is an event of great interest to both sexes and it is likely to prove much more exciting and pleasant than a day by the sea-side unless the weather is perfect. Similarly, a number of firms nowadays organise a

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trip to London taking in a matinée theatre or cinema and a first-rate dinner afterwards; others hire a boat and take their workpeople on a cruise up the river or in the opposite direction to Southend, Margate and so forth. Day trips to Boulogne can also be easily undertaken.

The nature of the outing must vary of course with the location of the firm and the time available for the beanfeast (which in most cases is one day) but it need not always be directed to the same old place with the same old routine. British Railways, Cook's, or any one of a dozen travel agencies will only be too glad to do the donkey work at no extra cost to the firm. It pays them handsomely and, to mix a metaphor, takes a headache off the shoulders of the personnel department.

The possibilities of air travel should never be ignored. Among other things, it brings the Continent within the scope of a day's trip. And a chartered plane saves a lot of money.

Majority Not Always Right

This does not mean that you should offer one of these brighter and more original outings to your employees as a take-it-or-leave-it proposition. They are bound to have some widely different ideas themselves, if only because of the difference in age groups. Nor is the majority decision necessarily the right one to take. In this, as in other personnel affairs, declares Mr. M. L. Phillips, personnel manager at the London offices of the Brown & Polson Group, it is wiser to cater for the wishes of several minorities.

The 200 employees whom he looks after are given a choice each summer between a lively and (for want of a better adjective) a more staid outing. The latter takes the form of a trip to the West End, dinner, and a visit to the theatre to see a current hit. Total cost per head is roughly 30s. For the same cost the other group of employees gets a trip to the seaside. But even this outing is planned to give members a chance to choose their own particular brand of outdoor pleasure.

Last summer they went by coach to Arundel where they had midday lunch. Afterwards the coach drove on to Littlehampton, taking with it all those employees who wanted to enjoy the sands, the sea or the Butlin's fair. Those who preferred quieter pleasures stayed in Arundel, visiting places of interest or walking by the river. Later the coach returned to take them into Littlehampton, where they joined the others for the evening meal. This year the first stop was Canterbury, with Margate as the special attraction for the seaside fans.

These new-style Saturday outings have proved so popular that they attract twice as many employees as under the old system of two years ago; that is to say, an attendance of between 85 and 90 per cent of staff. A few bring along their relatives or friends, though these have to pay their own way; the company pays for the employees.

The budget is drawn up well in advance, after the staff social committee, with Mr. Phillips as its general secretary and management representative, have decided upon the details. It covers as much as the employees can comfortably do in one day.

Any firm could arrange this kind of outing, says Mr. Phillips, provided the organisers take sufficient interest in what the various groups want to do. Questionnaires, he adds, are not much use—merely a way of escaping from responsibility; they do not necessarily tell you exactly what you want to know, even if you get 100 per cent response. The social committee at Brown & Polson's rely on the grapevine.

Selected Groups

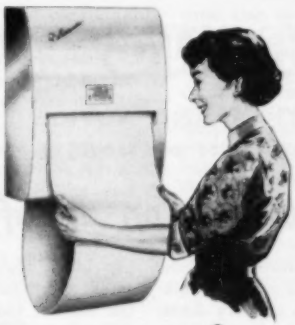
But it is where selected groups of employees are concerned that the personnel department can, in more senses than one, really go to town. Nowadays, this type of outing is becoming more and more popular and is meant to reward some section of the company —salesmen, supervisors, apprentices, men and women in a particular workshop or assembly line, office staff—for some specific achievement or effort gladly made. It is of course a tricky business for, unless it is very carefully handled, it can breed a lot of jealousy even though the people concerned thoroughly deserve what is being prepared for them. It is a case of the old adage that justice must not only be done but seen to be done.

Because of the much smaller numbers involved, outings of this nature can be on a much more lavish scale but the cost can be to some extent off-set by holding them in the workers' own time at the week-end. Most popular is the week-end trip to the Continent with Paris or some well-known resort such as Ostend or Le Touquet as the destination. Particularly popular at the moment are air dashes to the Brussels Exhibition, there and back in under 24 hours. For this type of trip, flying is essential but as often as not the numbers will be just right for chartering a plane. Once again, this can be left to the travel agency.

London is another popular centre for such outings, though here the week-end should be more thoroughly planned to take in perhaps a theatre, some specific sporting event and visits to places of interest.

Personnel officers may also be concerned with getting young people in the factory to take an interest in some healthy and active form of recreation, and week-ends at the numerous centres up and down the British Isles are an excellent means of promoting the initial interest. Information and advice on what can be done for industry in this field can be had on request from the Central Council of Physical Recreation at 6 Bedford Square, London, W.C.1. The list of sports and recreational activities, plus coaching in most of them, is exhaustive, and the various bodies which run such centres are anxious that our youth makes as much use of these as possible.

Towel Trouble ?



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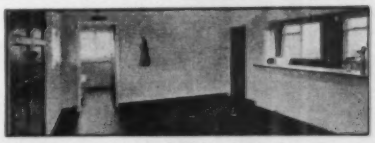

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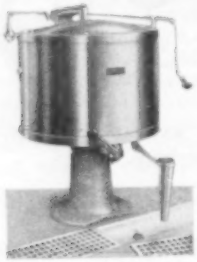

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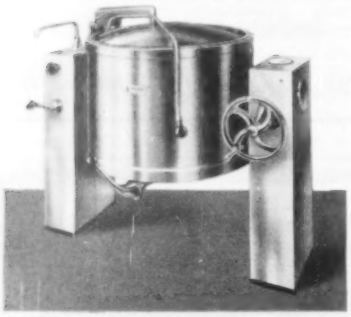

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What's going on in

CATERING TODAY

★ AN INFORMATION AND ADVICE BUREAU FOR CANTEEN MANAGERS

Is Your Canteen on a Safe Footing?

IN the course of a normal day the canteen worker does a lot of walking about often on slippery floors and carrying a good deal of equipment. More than most jobs, then, this one demands strong, well-fitting shoes. Yet one of the main faults one notices in most canteens is that the staff—particularly the waitresses—all too readily sacrifice comfort to fashion. It has been said often enough before and it should be said again: *the canteen is no place either for some flimsy fashionable nothing or for wearing out last year's models.*

Uniforms provided for canteen staffs invariably stop short at footwear. Aprons, overalls and hats in abundance—but rarely boots or shoes.

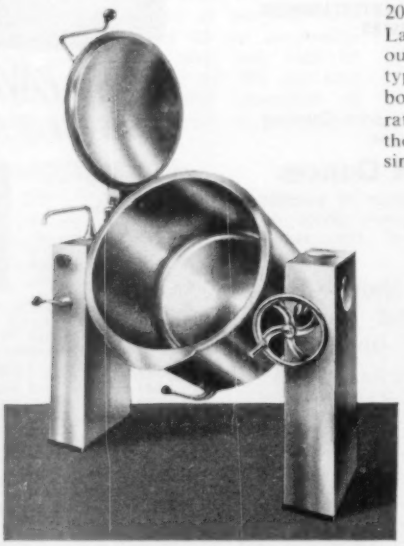
There are doubtless some good reasons for this, not the least of them being that, with rapid staff turnover, it is easy enough to transfer aprons and overalls but not shoes. Again, women even though they work in the kitchen often like to feel as smart as possible and might choose not to wear the styles provided. However, there are plenty of really smart safety shoes for women on the market today, so it should not be difficult to find suitable models. Last, there is the question of expense. Admitted, shoes are not cheap in comparison to other clothing items but if they mean the difference between several days lost through an accident and the full number of hours worked, then they pay for themselves over and over again.

When the canteen manager has a spare moment, it is always useful to analyse the causes of any recent accidents.

★ *Boiling Pointers*

THE first thing to be decided when buying a new boiling pan is the capacity needed. It is also necessary to decide just where to put the pan so that it can be reached conveniently without interfering with the movements of the kitchen staff.

Modern practice does not favour boiling pans with a capacity much over 20 gallons. At their Watson House Laboratory, the Gas Council has carried out numerous experiments on different types of equipment, and in the case of boiling pans they point out that the rate of heat transference goes down as the volume of the pan goes up. In simple terms this means that a 20-gallon



★

The Benham steam-jacketed tilting boiling pan, Mark IV. It holds 40 gallons and is of easy-to-clean stainless steel throughout, including the pedestals. Boiling time (from 70° F. standard) is approximately 27 minutes.

pan will come to the boil considerably more quickly than one with a 30-gallon capacity. There is obviously the question of economy involved here. A further factor is that of ease of operation.

Jacketed boiling pans are especially suitable for the preparation of milk puddings, custards and the like, and if steam is available in sufficient pressure in the canteen fullest use should be made of it. Stainless steel inners of boiling pans have much to commend them from the point of view of conductivity and appearance.

In the case of gas-heated boiling pans, it is a good plan first to consult a copy of the *Gas Council List of Tested and Approved Gas Catering Appliances* which can be obtained from the following address:—

The Gas Council, 1 Grosvenor Place, London, S.W.1.

★ Angled for Ease

THE vogue in tilting pans has increased steadily over the past few years, which is not surprising for there is always a place for the utility appliance of good design. Tilting pans are certainly compact and take up much less room than boiling pans of the standard type. Generally, they are used for soups, gravies, custard and other liquid foods, and the fact that they can be tilted makes it so much easier, quicker and safer to draw off the contents.

★ Staffing Problem

We are making a review of our canteen staff and services, and we should be very grateful for your advice on the staff complement necessary to cater for the following requirements:—

(a) To prepare an average of 160 main meals per day.

(b) To provide a trolley service for mid-morning and mid-afternoon tea-breaks for some 600 employees.

At the present time we have one manageress, and we now wish to determine the number of cooks, canteen attendants, kitchen helpers, waitresses, etc., which would form the average complement for our requirements as above. (D.C.B., Hounslow.)

ONE cook together with an assistant cook should have no difficulty in coping with the number of main meals required.: Naturally there are variations in menus and standards of work between canteens, but generally it might be said that there ought to be time also to prepare the cakes for the following day's tea-breaks.

The deployment of 3-5 assistants, whether they are called kitchen helpers or canteen attendants, will be a matter of local control. It is noted that you mention waitresses, and we therefore point out that while a waitress service has many advantages it does require more staff. Some firms have overcome this difficulty by asking for volunteers from the works to do this duty for a small remuneration plus a free meal and a longer dinner hour than usual.

With regard to the trolley service for the tea-breaks it will be appreciated that a tea-station is necessary for the numbers you have in mind. This station should be apart from the kitchen and may also be used for the preparation of snacks. Other factors to consider are the area of the factory to be covered and accessibility. With bulk tea and pre-milked cups it is possible to serve 12 cups a minute. The three-gallon size will hold 50 cups or mugs of the half-pint size. The selling of cakes and snacks will slow up the service unless two staff are detailed to each trolley.

★ Tea Time is a Picnic now

TIME for tea was giving management a headache at the Colchester factory of E. N. Mason & Sons Ltd., makers of drawing office equipment. Problem: how to serve 250 employees in ten minutes, *simultaneously*. The factory stretches over an area of roughly half a mile, with the workshops jutting from it like the branches of a tree—and the works canteen situated at one end. If the men went there for their tea break they inevitably took longer than ten minutes; it was impossible to cover the area with trolleys without increasing the number of canteen staff—and the costs. For this reason too, tea kiosks were ruled out.

Then someone suggested vacuum flasks; and in conjunction with Catering Contractors Ltd., of London, who had been called in for advice, the company devised a scheme which would give employees a good, hot cup of tea in record time.

The catering staff brew the tea in the canteen before the break (as early as they like: the loss of heat is negligible once the tea is sealed in the flask), and 250 flasks are filled and loaded on to trolleys. The girls wheel them round the works, stopping by each man to leave a flask on his bench.

The flasks are supplied by Vacco Ltd.; they retail at 9s. 3d. each, including tax. Although they hold a pint of tea they were chosen for the job because, say Catering Contractors, they are the only suitable flasks on the market with a built-in container at the base to hold a small bottle of milk and a cellophane-wrapped packet of sugar. With each of the ingredients prepared separately, the final cup of tea poured out by the employee himself has a fresh-from-the-pot quality. Other advantages of these flasks are a screw-in plastic cork which cannot give tea an unpleasant flavour, and a reasonably sized plastic screw top which is used as a cup. This puts an end to the traditional bill for broken crockery.

The one-pint flask is the smallest available at the moment, but Vacco have intimated that, if the idea spreads, they will consider manufacturing a half-pint "catering" flask with a utility appearance.

The tea costs the employee threepence for half a flask, under this company-subsidised scheme, or sixpence for a full pint. The scheme is currently saving the company about 400 man hours a week.

October Diary for Management

BIRMINGHAM COLLEGE OF TECHNOLOGY
Department of Mathematics
8 One-day conference on industrial applications of electronic digital computers.

COLLEGE OF PRODUCTION TECHNOLOGY (Great Chart, nr. Ashford, Kent)
External Courses
8-9 **Manchester.** Office methods.
15-16 **Birmingham.** Office methods.
29-30 **Glasgow.** Office methods.

INDUSTRIAL WELFARE SOCIETY
Residential Conferences
10-13 **Bournemouth.** Cooks and chefs.
24-27 **Llandudno.** Foremen and forewomen.
31-Nov. 2 **Brighton.** Suggestion schemes.
Meetings outside London
14 **Leeds.** Incentive schemes.
14 **Glasgow.** Supervisors.
16 **Glasgow.** Personnel records.
29 **Nottingham.** Canteens course.
London Courses and Conferences
1 Vending machines and industrial catering.
2 Speaking successfully. First of ten Thursday afternoon sessions.
2 Report writing.
7 Work simplification in the office.
28 Physical aids to efficiency in the office.
29 Taking stock of training.
8-10 Work relations study for technical managers. Course of four sessions; other sessions—Nov. 12-14, Dec. 10-12, Jan. 7-9.
14-15 Office managers and supervisors.
14-16 Producing a house journal.
20-21 Communications in the retail trade.
21-23 Industrial and factory law.
22-23 Discussion group leading and chairmanship.
27-31 Junior executives and management trainees.

INSTITUTE OF INDUSTRIAL SUPERVISORS
Week-end Residential Courses
3-5 **Buxton.** Human relations.
3-5 **Troon.** Industrial relations, industrial law.
10-12 **Scarborough.** Practice of supervisory management.
10-12 **Stratford.** The foreman and cost reduction.
17-19 **Stratford.** Work study for supervisory management.
17-19 **Bridge of Allan.** Human relations.
24-26 **Droitwich.** Industrial relations, industrial law.

INSTITUTE OF PERSONNEL MANAGEMENT
10-12 **Harrogate.** National conference.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
6-10 Selection methods, part 1.
15-17 Selection methods, part 4 (engineering apprentices).
20-24 Selection methods, part 2.
27-31 Vocational guidance for youth employment officers and careers teachers.

RESIDENTIAL COURSES FOR GIRLS
4-11 **Kilvrough Manor, S. Wales.** Girls working in production departments.
25-Nov. 2 **Kilvrough Manor, S. Wales.** Girls working in shops and stores.

SUNDRIDGE PARK (Bromley, Kent)
5-24 Measurements for management.

URCHFONT MANOR (Devizes, Wiltshire)
13-18 The human factor in production. Course for factory foremen, chargehands and union representatives.
20-25 Women at work. Course for women supervisors in factories and offices.

. . . . September Stop Press

INDUSTRIAL WELFARE SOCIETY
Residential Courses
7-12 **London.** Joint course (with BACIE and IPM) for training officers.
29-Oct. 4 **Harrow-on-the-Hill.** Course for catering assistants (with the National Institute of Houseworkers).
London Courses and Conferences
23 Visual aids.
15-19 Foremen.

OSMOND TURNER MEAD ASSOCIATES
8-9 Effective speaking for higher level management.
8-10 Audio-visual aids—general course.
10-12 Letter and report writing for office supervisors and staff.
17-19 Running a meeting—for middle and higher level management.
29-30 Effective speaking for higher level management.
29-Oct. 1 Audio-visual aids for safety officers.

URCHFONT MANOR (Devizes, Wiltshire)
29-Oct. 4 Thinking, speaking, writing.

EXHIBITIONS, Etc. (September)
22-27 **City Hall, Manchester.** 45th National Business Efficiency Exhibition.
24-Oct. 3 **Olympia, London.** Industrial Fuel Efficiency Exhibition.
26-Oct. 4 **Earls Court, London.** International Commercial Motor Transport Exhibition.
29-Oct. 4 **National Industrial Safety Week**—theme: "extra care stops falls."

Joint P. M. Course

PERSONNEL relations and management techniques are on the syllabus of the new BIM-Polytechnic executive programme—a series of residential courses for senior managers—two of which have been successfully completed. Other subjects for study are: organisation and administration, management control, communication and marketing.

The course is designed for selected executives nominated by their firms; approximately 18 candidates will be accepted for each course. There will be three courses during each academic session. The next three courses for 1959 are scheduled for February 2-27, April 13-May 8, November 9-December 4.

Fee is 100 guineas; hotel accommodation, 65 guineas extra. Inquiries should be addressed to the director of the executive programme, Department of Management Studies, St. Katharine's House, 194 Albany Street, London, N.W.1.

New Thinking from the U.S.A.

JUDGE BOYD LEEDOM, chairman of the U.S. National Labour Relations Board, is paying a short visit to Europe this month, and has accepted an invitation to address one of the Industrial Welfare Society's "New Thinking" luncheons. Subject: the principles behind industrial relations in America. Date: Wednesday, September 24; time: 12.30-2.30 p.m.; place: Hotel Rembrandt, Thurloe Place, London, S.W.7. Tickets from: Mrs. O. K. Skelley, IWS, 48 Bryanston Square, London, W.1.

Death Benefit Change

AN amendment to the Pneumoconiosis and Byssinosis Benefit Scheme gives new rights of appeal to widows and other dependants claiming the death benefit of up to £300. If they wish to appeal against an unfavourable decision as to the cause of death, they will be able to explain their case to the local appeal tribunal and the Industrial Injuries Commissioner with, if they wish, the support of further medical evidence, or medical or other witnesses. Until now the medical decision has been final. Each year death benefit is paid to about 400 widows and other dependants.

* * *

SIX CONFERENCES will be held in conjunction with next year's Factory Equipment Exhibition—Earls Court, London, April 7-17—on eight of the show's 10 days. Subjects: finance, clean air, heat and sound insulation, productivity and materials handling.

* * *

The chief inspector of factories has appointed **Dr. F. J. Darby,** a general practitioner in Polesworth, Warwickshire, as factory doctor for the area.

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30, Queen Victoria Street, London, E.C.4).

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A contented staff—helps to make a business successful!

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* Today nearly four thousand concerns all over Britain, using 2,000,000 vouchers a month have found this simple answer.

May we send *you* our brochure detailing our service—the cost of which is now only 1¼%.

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LUNCHEON VOUCHERS LTD

offers a * service that helps make this possible

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Most astute Personnel Officers use the Austin Knight Advertising Service for their Staff Advertising requirements

WHY?

There are ten good reasons—and they all help to lighten the present day burdens of a Personnel Officer's life.

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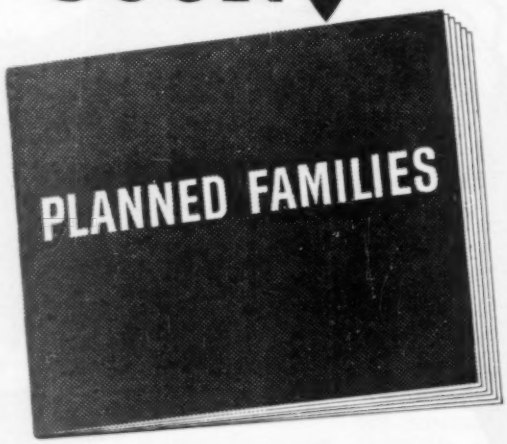


Worry and upsets between husbands and wives so frequently arise through lack of knowledge of modern family planning. This useful book deals frankly with many of the questions which too often have to go unanswered. Written in an understanding and straightforward way, "PLANNED FAMILIES" can help to resolve one of the commonest and most serious problems in married life. Every married couple should have a copy. You can get yours now—*absolutely free.*

***FREE!* POST THIS COUPON NOW**

To: Planned Families Publications, 12 Oval Road, London, N.W.1.

Please send me, under PLAIN COVER, a free copy of "Planned Families." I am an adult.

NAME .....

ADDRESS .....

..... 7.2/PM

CLASSIFIED

SITUATIONS VACANT

LABOUR OFFICER

Labour Officer required for expanding light engineering works employing upwards to 2,000 people. Applicant should have had at least 10 years' experience in labour relations, personnel documentation, and should be conversant with Union procedure.

Employment will be for a factory in the North West area. Pension Scheme available. Write stating age, past experience and salary. All applications will be treated in confidence. Box No. 153, Personnel Management & Methods, 109 Waterloo Road, London, S.E.1.

FOR SALE

5 International Super Automatic Dial Time Recorders, each for 150 persons, 6 registrations per person per day. Apply: McKechnie Bros. Ltd., P.O. Box No. 4, Widnes.

MISCELLANEOUS

Companies advertising for staff can get the benefit of a Specialist Service for their small advertisements from:—

R. F. WHITE & SON LTD.,

72-78 Fleet Street, London, E.C.4.

The oldest advertising agency in the world.

Tel.: FLEet Street 8311-5.

Personnel Management & Methods

EQUIPMENT MARKET

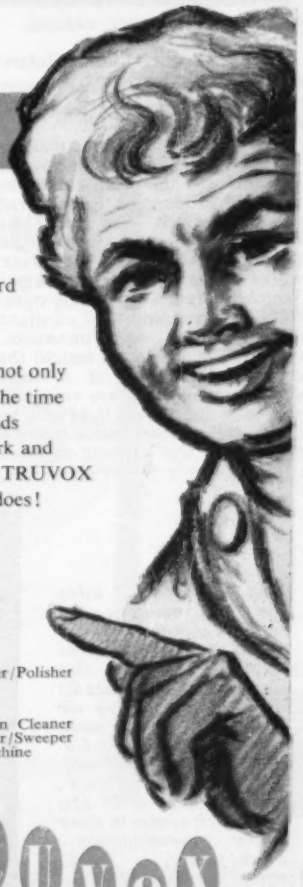
New Products for Making the Job Safer and Simpler

The lady says

"It gets me off my knees"

Factory scrubbing and polishing is hard enough as it is without getting sore knees and tired backs or wrestling with a heavy machine.
Using this latest Truvox Industrial Floor Scrubber not only gets the floor really clean **all over** in less than half the time but without any effort too! — doesn't need two hands to control it — it's just like taking a stroll in the park and just as pleasant. But that's what you expect from a TRUVOX machine — it's designed to do a job and do it — it does!
Floor cleaning and maintenance with Truvox equipment puts pride in your premises.

In situ Service and Free Advisory facilities throughout Great Britain. Send for full details.



Illustrated:
TRUVOX Industrial Scrubber/Polisher
TRUVOX Suction Dryer

Also available:
TRUVOX Industrial Vacuum Cleaner
TRUVOX Industrial Polisher/Sweeper
JUNO Floor Treatment Machine

TRUVOX

All British
FLOOR INDUSTRIAL EQUIPMENT
made by
TRUVOX LIMITED
NEASDEN LANE, LONDON, N.W.10
Telephone GLADSTONE 6455

- **Safety**
- **Welfare**
- **Health**
- **Packaging**
- **Efficiency Aids**
- **Office Aids**
- **Heating**

Firms with new products for better, safer working in industry are asked to send details to the Editor

EQUIPMENT MARKET

Safety

NEW ALARM MECHANISM

A NEW sprinkler fire alarm switch has been introduced to the market, which, say the makers, at last overcomes the one serious disadvantage of these systems—false operation of the alarm contacts because of a change in water pressure. This new device also does away with the need for precautionary booster pumps or standby storage tanks. It is completely independent of the sprinkler system, and requires no modifications to the plumbing.

The circuit has a "delay" mechanism which can be set to prevent the alarm being triggered off until a certain amount of water has flowed. To overcome the risk of mains failure, standby trickle-charged nickel alkaline batteries are incorporated, complete with a system of supervisory alarms designed to give immediate warning of any trouble in the charger equipment.

The unit can be supplied with closed circuit equipment to give a direct link with the local fire station over private, rented Post Office lines. (In areas where it is impossible to provide direct GPO connections, an automatic "999" dialling unit can be installed.)

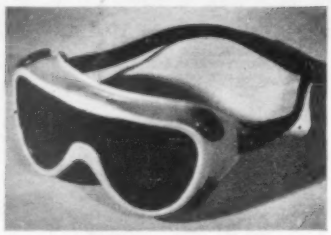
When the alarm goes off red lamps flash on the fire station termination panel, and if there are any faults in the line an alternative distinctive signal is given.

Sound Diffusion (Auto Thermatic) Ltd., Duracraft Works, Portslade, Sussex.

LIGHTWEIGHT GOGGLE

DEMAND for a lightweight plastic goggle suitable for welders has produced the *Pulsafe Weldcare*, with its one-piece lens affording unrestricted vision over a wide field. The lens, which is replaceable, is made of .050-in. non-inflammable green acetate which conforms to the light transmission requirements of BS.679, shade 5. The frame, moulded in soft green opaque P.V.C., is said to fit snugly, and to be a comfortable fit over prescription spectacles.

Ventilation is provided by four polythene baffle port ventilators fitted with wire gauze inserts. These, say the makers, give adequate ventilation and, at the same time, prevent the entry of light, dust and flying particles. Prices range from 8s. to 7s. 3d. each, depending on the quantity ordered. Spare lenses cost 2s. 6d. each.



Safety Products Ltd., Holmethorpe Avenue, Redhill, Surrey.

ALWAYS READABLE

ACTING upon the safety dictum that warning signs must be readable at all times and under all conditions, one firm has produced a type of reflective sheeting which can be embodied successfully into all kinds of safety or directional signs. In the event of a works power failure, the makers claim, *Scotchlite* signs are the only ones which fulfil the requirement of constant readability. Even with minimum light (say, by the light of a match) the signs can be recognised at a reasonable distance, while they are visible through smoke or fog by the light of a torch.

To make them more recognisable, when even the lettering is blurred by distance, the makers have designed their signs in strict compliance with the British Standard (BS.2929:1957) of shape and colour—red circles for orders, orange-yellow triangles for caution, etc.

Advantages of durability are also claimed for these signs: *Scotchlite* is said to protect the underlying material, while its smooth surface reduces dust and dirt to a minimum; the only maintenance required is occasional washing.

Minnesota Mining and Manufacturing Co. Ltd., 3M House, Wigmore Street, London, W.1.

Welfare

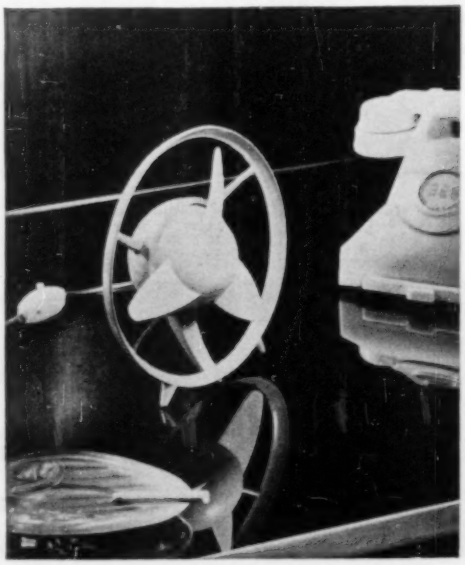
X-RAY SERVICE

AN X-ray printing service, recently introduced by Ilford Ltd., is available "to all who require high quality reproductions of radiographs". With the establishment of industrial medical units growing year by year, this service would seem to offer many advantages to those companies who would prefer to be spared the expense of an X-ray darkroom and developing staff. The service includes the making of prints, transparencies, copy negatives and lantern slides, all either positive or negative. A leaflet giving details of reproduction charges can be had from:

Ilford Ltd., Department of Radiography, Tavistock House North, Tavistock Square, London, W.C.1.

ATTRACTIVE HANDBASINS

THE makers of the *Unatap* spray mixing tap for washrooms have produced a pamphlet containing installation and maintenance instructions in



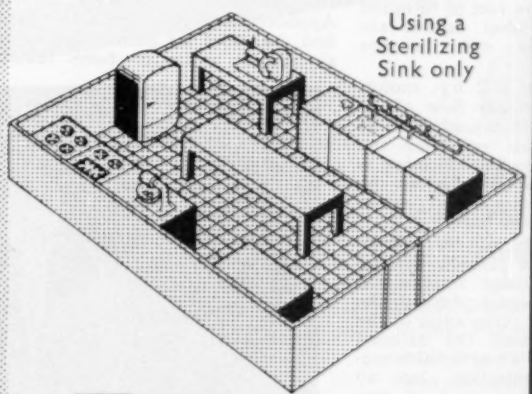
This "Two-Tone" table fan is moulded in resilient polythene to withstand accidental knocks. Its small size (7 in. diameter) belies its surprisingly effective air movement, say the makers, General Electric Co. Ltd., Magnet House, Kingsway, London, W.C.2. Priced at £3 13s. tax paid, it comes in three colour combinations—black/yellow, green/white and grey/pink—and in ranges of 200/230 and 230/250v A.C. only. It runs for about 36 hours for one unit of electricity, and the moulded impellers are shaped to prevent trapped fingers while the fan is running.

Food Hygiene Insurance Policy

Do you provide comprehensive cover
— or do you
rely on a single line of defence?

SINGLE COVER POLICY

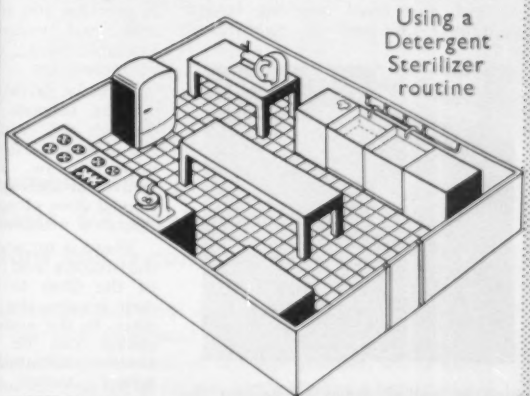
Using a Sterilizing Sink only



STERILIZED AREA
INFECTED AREA

COMPREHENSIVE POLICY

Using a Detergent Sterilizer routine



STERILIZED AREA
INFECTED AREA

TAKE OUT A COMPREHENSIVE HYGIENE COVER TODAY!

Invest in all-round sterilization

USE STERGENE & DOMESTOS or HYTOX

DOMESTOS LIMITED, COLLEGE WORKS, ALBION ROW, NEWCASTLE UPON TYNE, 6.

four languages, English, French, German and Italian, specially for the export market. They also announce details of the various attractive hand basins which are now being marketed by leading sanitary ware manufacturers, as elegant accessories to the *Unatap*. A list of these manufacturers, together with illustrations of the basins available, can now be obtained from the address below.

Walker, Crosweller & Co. Ltd., Cheltenham.

MOBILE WASH UNIT

FOR workers who are "out on the job" all day, usually with no chance to clean up, this new mobile washing unit should prove invaluable. It consists of a stout six-gallon copper tank, fitted with filler cap and draw-off tap, which is housed inside a strong galvanised outer jacket, constructed of angle iron with galvanised steel panels. It is highly insulated to maintain the temperature of the warm water supply for a whole day's use. The whole unit fits into an angle iron frame on the underside of the vehicle, at a convenient height for normal use.

Attached to the face of the tank is a hinged galvanised washing trough (streamlined and neat in appearance)

which is pulled down to expose the chromium plated brass, lever action, draw-off tap. After use the trough is returned to the vertical travelling position, which automatically empties the contents.

Cove Products Ltd., Boulton Road, Solihull, Warwickshire.

Health

FOR SACK TIPPERS

THE *Dustmaster* sack tipping unit (the first of its kind on the market, say the makers) has been designed to help the employee empty a sack quickly and efficiently *without smothering everything in dust*. It is claimed that the unit can be applied with equal success to practically very kind of substance that comes in a sack—flour,

colour pigment, carbon black, cocoa, etc. It is easily positioned over hoppers, conveyors, and storage silos; in fact, wherever it may be required. It provides 100 square feet of filtration area, and various filter fabrics are available for dusts with peculiar characteristics.

Directly driven by a 2 h.p. motor, the fan induces a steady flow of air through the counter-balanced door as the operator tips his sack into the hopper below. Collective efficiency is said to be almost 100 per cent, and the hinged door closes automatically as the operator withdraws the sack.

There is no wastage with this system, the makers add: the periodic shaking of the filter to dislodge accumulated dust returns the material, through the filter, to the system. Operation of the shaker can be manual (by external lever) or actuated by a fractional horsepower motor, controlled by an electronic timer set to work at predetermined intervals.

Dallow Lambert & Co. Ltd., Thurmaston, Leicester.

ANTI-ALKALOID CREAM

A NEW barrier cream, said to be an effective protection against the skin irritation caused by alkaloids, has been introduced by Rozalex Ltd. The cream (No. 14) was developed in co-operation with a firm of manufacturing chemists who have conducted practical tests on the product under medical and technical supervision. It has since been adopted in other manufacturing processes which present similar risks of skin irritation.

In collaboration with this same firm of chemists, Rozalex have also developed barrier cream No. 15, for the protection of workers making or handling sex hormones. Remarkable success has been claimed for this cream, where previously protective gloves and clothing, masks, enclosed operations, ventilation, compulsory washing at frequent intervals and other precautionary measures failed.

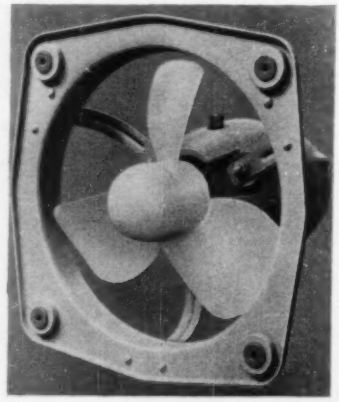
Rozalex Ltd., 10 Norfolk Street, Manchester 2.

FOR PURER AIR

THIS six-inch diameter *Type APA* propeller fan is a recent addition to the established range of *Tornado APA* fans, now available in sizes from six to 48 in. All fans in the range are driven by totally enclosed motors, constructed and tested in accordance with BSS.170:1939 and BSS.2613:1955; the motors are designed specifically for fan use.

The three-bladed anticlastic impeller of this six-inch fan is made throughout in high impact Styrene P.V.C. material. It is fitted with a domed nose fairing to protect the end of the motor shaft. Larger fans in the series are fitted with sheet steel impellers.

The six-inch fan motor is wound for 1 ph. 50 c. 200/250V, and is available from stock for immediate despatch. Applications include general ventilation, i.e., foul air extraction or fresh air supply, steam or fume removal,



cooling or drying. Publication No. 32, which covers the entire fan range, can be had from the makers on request.

Another addition, this time to the range of 'T' series dust units, is the *T 2500* dust exhausting and collecting unit. Six sizes of these units are now available for handling from 250 cfm to 2500 cfm of dust laden air per minute. They are designed to safeguard machinery and improve working conditions by exhausting and collecting dust created by grinders, polishers, finishers, etc.

The *T 2500* is the first in the range to be fitted with a new snap-action

You can't put a foot wrong

on an HAR 2 polished floor

COMPLETELY NON-SLIP

HAR 2

THE COMPLETELY
NON-SLIP EMULSION
Floor Polish

New development now gives a mirror gloss to floors that lasts 6-8 weeks under heavy traffic conditions and is completely non-slip

H.A.R. 2 is not just another polish but something fundamentally new and unique. H.A.R. 2 has been formulated solely from plastic waxes. The result is an emulsion polish, with built-in non-slip qualities, which makes floors safe throughout the long life of the wax film and gives a lasting mirror gloss. H.A.R. 2 does not absorb dirt and one application will last from 6 weeks to 3 months according to traffic. A gallon of H.A.R. 2 will cover 5,000—8,000 sq. feet of floor area.

A NEW INDUSTRIAL FLOOR MAINTENANCE PRODUCT OF

Cimex-Fraser Tuson Ltd.

Cray Avenue, Orpington, Kent
Telephone: Orpington 26731

NORTHERN OFFICE:
Manchester Road
Chorlton-cum-Hardy, Manchester 21
Chorlton 5264/5

MIDLANDS OFFICE:
40 Warwick Street
Leamington Spa, Warwickshire
Leamington Spa 2129

mechanical shaking gear (the illustration shows it in operation) for dislodging fine dust trapped in the filters; the dust then drops into a dust tray at the foot of the unit, the capacity of which is 5 cu. ft.

The *T 2500* is 6½ ft. high x 3 ft. wide x 3 ft. deep. The makers say it will readily serve four reasonably spaced, double-ended grinding or polishing machines with 10-in. wheels, or a medium sized (say, 5 ft. x 2 ft. 6 in. opening) scurfing or fettling booth. All units are fitted with *Tornado* high efficiency power limiting fans and totally enclosed motors. A special leaflet has been prepared to cover the *T 2500* unit, while the rest of the range is covered by publication No. 16.

Keith Blackman Ltd., Mill Mead Road, Tottenham, London, N.17.

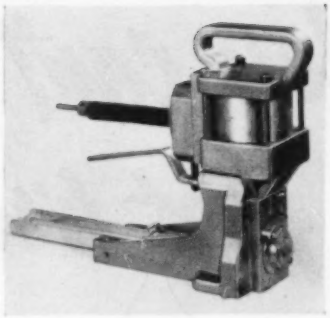
Packaging

NEW CARTON SEALER

A NEW machine, designed to take the trouble and expense out of carton sealing, is announced by Industrial Staples Ltd. It uses patented self-clinching staples which automatically close filled cartons; they are one-tenth of an inch broad, 1¼ in. wide with a leg length of ¾ in. Because of their size and strength, the makers say, it is necessary to use only a few of them to close a carton securely—two staples will effectively close a medium-sized carton.

Closure is effected from outside; therefore no damage is done to the contents. Depth of penetration and the clinching of the staple can be simply and accurately set on the fastening tool.

The machine is made of light metal, and all working parts are precision made from high grade steel. There are two models—hand and pneumatically operated. The latter comes complete with pressure reducing valve, filter and lubricator. Weight is approx. 4½ lb. for the hand model, and under 8 lb. for the compressed air model. The action on both models is simple, so they are particularly suitable for female operators. They are said to be extremely fast in operation: a carton lid and bottom can be stapled in about 20 seconds.



Industrial Staplers Ltd., 7/9 Rathbone Street, London, W.1.

CRATE SECURER

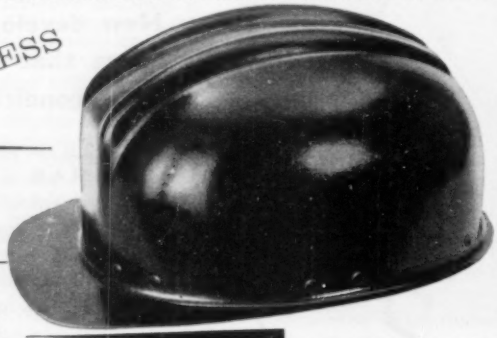
THE *Industria AC.54* is a new fastening tool designed to fix and fasten in places difficult to reach by hand. It has a long extension leg (6½ in.) and will reach right down inside a spring to provide quick, secure fastening to its wooden framework.

Aimed to speed operations in the

For STRENGTH... COMFORT... LIGHTNESS

The CROMWELL

FIBRE-GLASS INDUSTRIAL SAFETY HELMET



The new improved F5/11 model illustrated is the result of intensive experiment and research. Lightweight yet capable of withstanding a 40 lb. drop impact test, it gives maximum protection against injury from falling objects for workers engaged in mining, quarrying, shipbuilding, structural engineering and similar occupations.

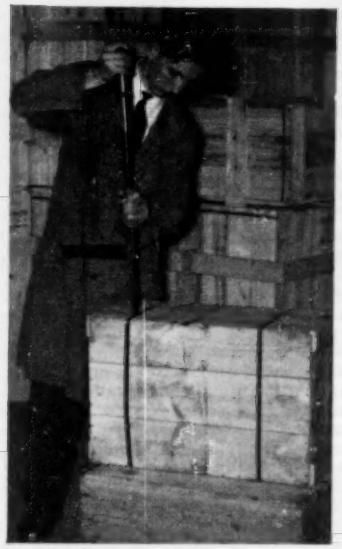
Caps them all

Industrial and Safety Officers and all concerned with the purchase of protective headwear are invited to write for full details to:—

The fibre-glass shell has moulded-in supports for lamp brackets.

Cradle has fixed P.V.C. coated nylon webbing and fully adjustable headband.

HELMETS LIMITED, WHEATHAMPSTEAD, HERTS



bedding, upholstery and woodworking trades, it can be supplied for either manual or pneumatic operation and fires special double-pointed staples with $\frac{1}{2}$ in. or $\frac{7}{8}$ in. shanks with an angular top. The $\frac{1}{2}$ in. shanks are recommended for hard woods and the $\frac{7}{8}$ in. for soft woods. If required, a flat top staple can also be used with shanks of $\frac{5}{8}$ in.

High operating speeds are possible, the makers claim, and enormous economies in time can be made as against the use of hammer and tack methods. The hand-operated machine weighs 6$\frac{1}{2}$ lb.; pneumatic machine 6$\frac{1}{4}$ lb.

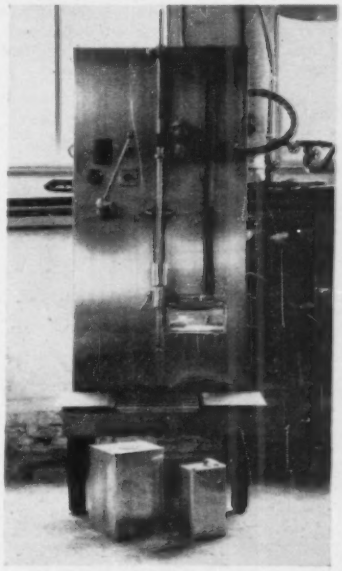
Industrial Staplers Ltd., 7-9 Rathbone Street, London, W.1.

Efficiency Aids

HAPPY DISPENSATION

ONE unskilled worker alone is needed to operate this Waddington-Duval can filling machine, which has been designed primarily for the rapid dispensing of highly frothing liquids with extreme accuracy. The non-drip, non-froth design of the machine cuts out spillage, and, say the makers, it has been proved in operation to save from one to one-and-a-half tons for every 100 tons of foaming liquid handled. It also means that the outside of the container and the floor around it are kept dry.

The container to be filled is placed on the scale, which is set to the quantity required, to an accuracy of half of one per cent. Supply is cut off immediately the balance arm of the scale rises and interrupts a photo-electric cell. Frothing is prevented by means of a patented filling lance which is lowered to the bottom of the can before any liquid flows. Rate of flow is automatically controlled: filling starts quietly and continues evenly, thus eliminating turbulence. For non-foaming liquids the operation can be adjusted for full-flow filling from the



The skilled man you want reads the

Time and again you'll find that the best workers—the most loyal, responsible, skilled workers—are regular readers of the DAILY HERALD. This means that your classified advertisement in the HERALD will be read by just the sort of man you want. In addition, the cost of getting skilled labour through a HERALD classified is remarkably economical. For immediate insertion ring Temple Bar 1200 [ext. 452/5] or Manchester Central 3232 [Ext. 75].

DAILY HERALD

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All editions	20/- per line
Southern editions ...	17/6 per line
Northern editions ...	8/- per line

Series Discounts
5% on 3 insertions within 7 days
10% on 6 insertions within 14 days

CLASSIFIED ADVERTISEMENT MANAGER, DAILY HERALD, Acre House, Long Acre, London, W.C.2, or 2/4 Oxford Road, Manchester, 1

mechanical shaking gear (the illustration shows it in operation) for dislodging fine dust trapped in the filters; the dust then drops into a dust tray at the foot of the unit, the capacity of which is 5 cu. ft.

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Keith Blackman Ltd., Mill Mead Road, Tottenham, London, N.17.

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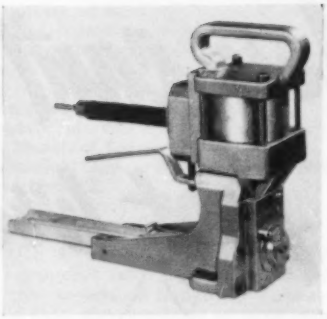
Closure is effected from outside; therefore no damage is done to the contents. Depth of penetration and the clinching of the staple can be simply and accurately set on the fastening tool.

The machine is made of light metal, and all working parts are precision made from high grade steel. There are two models—hand and pneumatically operated. The latter comes complete with pressure reducing valve, filter and lubricator. Weight is approx. 4½ lb. for the hand model, and under 8 lb. for the compressed air model. The action on both models is simple, so they are particularly suitable for female operators. They are said to be extremely fast in operation: a carton lid and bottom can be stapled in about 20 seconds.



Industrial Staplers Ltd., 7/9 Rathbone Street, London, W.1.

CRATE SECURER

THE *Industria AC.54* is a new fastening tool designed to fix and fasten in places difficult to reach by hand. It has a long extension leg (6½ in.) and will reach right down inside a spring to provide quick, secure fastening to its wooden framework.

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The new improved F5/11 model illustrated is the result of intensive experiment and research. Lightweight yet capable of withstanding a 40 lb. drop impact test, it gives maximum protection against injury from falling objects for workers engaged in mining, quarrying, shipbuilding, structural engineering and similar occupations.

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The fibre-glass shell has moulded-in supports for lamp brackets.

Cradle has fixed P.V.C. coated nylon webbing and fully adjustable headband.

HELMETS LIMITED, WHEATHAMPSTEAD, HERTS

bedding, upholstery and woodworking trades, it can be supplied for either manual or pneumatic operation and fires special double-pointed staples with ½ in. or ⅞ in. shanks with an angular top. The ½ in. shanks are recommended for hard woods and the ⅞ in. for soft woods. If required, a flat top staple can also be used with shanks of ⅝ in.

High operating speeds are possible, the makers claim, and enormous economies in time can be made as against the use of hammer and tack methods. The hand-operated machine weighs 6½ lb.; pneumatic machine 6¼ lb.

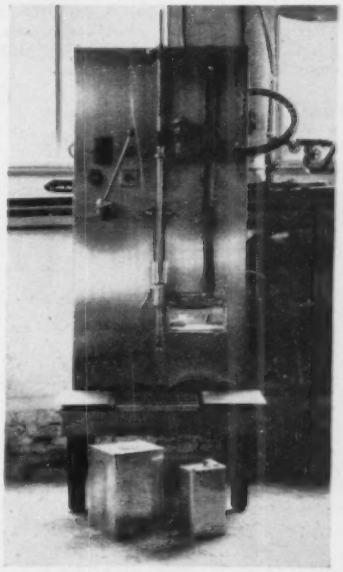
Industrial Staplers Ltd., 7-9 Rathbone Street, London, W.1.

Efficiency Aids

HAPPY DISPENSATION

ONE unskilled worker alone is needed to operate this Waddington-Duval can filling machine, which has been designed primarily for the rapid dispensing of highly frothing liquids with extreme accuracy. The non-drip, non-froth design of the machine cuts out spillage, and, say the makers, it has been proved in operation to save from one to one-and-a-half tons for every 100 tons of foaming liquid handled. It also means that the outside of the container and the floor around it are kept dry.

The container to be filled is placed on the scale, which is set to the quantity required, to an accuracy of half of one per cent. Supply is cut off immediately the balance arm of the scale rises and interrupts a photo-electric cell. Frothing is prevented by means of a patented filling lance which is lowered to the bottom of the can before any liquid flows. Rate of flow is automatically controlled: filling starts quietly and continues evenly, thus eliminating turbulence. For non-foaming liquids the operation can be adjusted for full-flow filling from the



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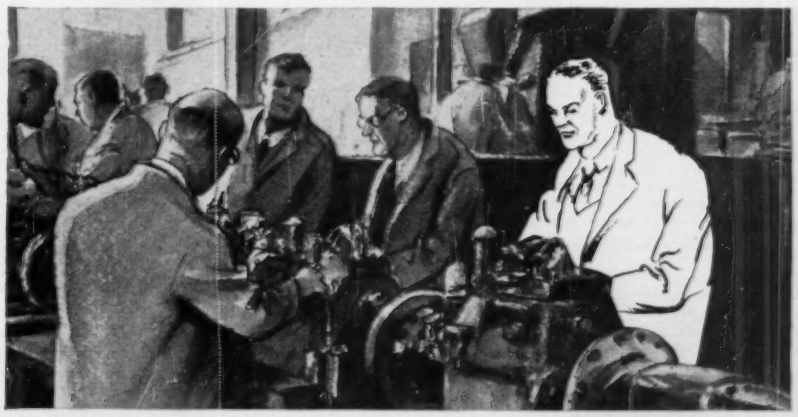

Time and again you'll find that the best workers—the most loyal, responsible, skilled workers—are regular readers of the DAILY HERALD. This means that your classified advertisement in the HERALD will be read by just the sort of man you want. In addition, the cost of getting skilled labour through a HERALD classified is remarkably economical. For immediate insertion ring Temple Bar 1200 [ext. 452/5] or Manchester Central 3232 [Ext. 75].

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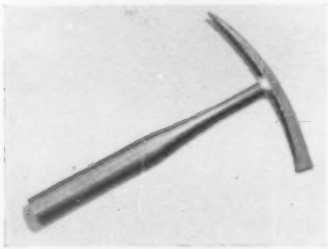
start, which will cut down operating time.

Made from stainless steel, the machine measures 3 ft. x 3 ft. x 6 ft. high and fills 1, 2, 3, 4, 5 and 10-gallon containers. Changeover from one size to another takes approximately ten seconds, and a by-pass is incorporated to fill 45-gallon containers.

Liquid Systems Ltd., Norwich Union House, Wellesley Road, Croydon.

WELDING HAMMER



This new Rockweld chipping hammer is designed to provide a balanced, durable tool for removing slag and spatter after welding. The head is of hardened and tempered carbon steel; it has a chisel edge and long, narrow pick, useful for removing slag from tight corners and pockets. The handle, about eleven inches long, is formed from oval section mild steel tube, and is welded to the head. Price: home, 7s.; abroad, 8s. 3d., packed for export and delivered f.o.b.—Rockweld Ltd., Commerce Way, Croydon, Surrey.

Office Aids

CHAIR RANKS

THIS *Secretary* chair—the name explains its purpose—is one of the *Tycoon* selection of chairs specially designed for office comfort and efficiency. The others are the *Director* and the *Manager*, the former being the easiest of the three, with foam rubber cushioned arm rests, while the latter blends comfort with the traditional outlines of a tubular executive armchair.

All three are upholstered in Vynide, Moquette or Bedford Cord, according to preference, and customers can choose from a wide selection of colours. Seats and backs are fitted with Coronet springs, overlaid with cotton felt. All materials used, the makers add, are to BSI specification. The seats are adjustable in height from 16½ to 21 in., by preselection.

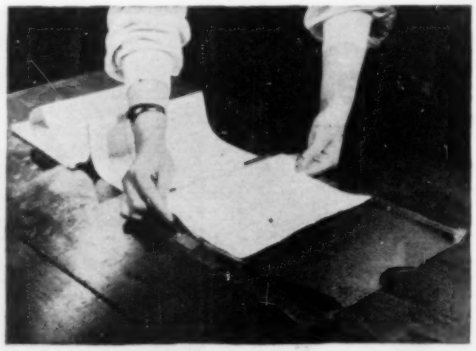
Office Machinery Ltd., Omal House, 169 Tottenham Court Road, London, W.1.

NON-STOP FEEDING FOR ALL TYPEWRITERS

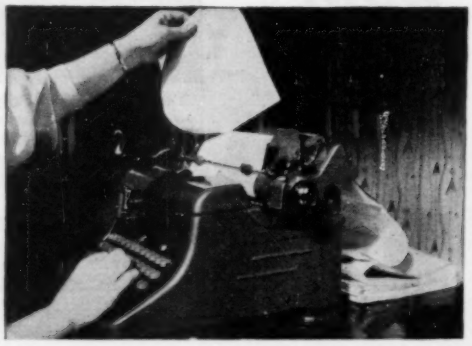
THIS device enables continuous stationery to be used on ordinary typewriters, thus bringing it within the scope of the majority of offices. Known as *Cat-Link*, it consists of a transparent plastic backing sheet or "glove," in which the required set of carbons, attached to a strip of card, is securely held. The stationery itself is not interleaved with carbons, thus substantially reducing its cost. Instead, it is threaded through the glove and between the carbons, all of which are then fed into a standard typewriter like an ordinary letter. On reaching the bottom of the first form, a bar attached to the end of the glove runs up against the platen roller, which prevents the further feed of the glove. The typist then releases the paper feed, pulls the set of forms up through the glove until the perforation at the bottom of the form is clear of the glove, and tears it off. The paper feed is then re-engaged and the roller turned back until the top of the next form is brought down ready for typing.

Any standard or portable typewriter can be used, while another great advantage is that the *Cat-Link* glove can be removed in a matter of seconds and the machine freed for ordinary correspondence. The glove is supplied free to users of Catlin continuous stationery, and the carbon inserts are available in sets of two, three, four or five carbons. Each insert should suffice for between 50 and 100 sets of forms, depending on the number of copies in the set. While the cost of the system is thus considerably reduced, its inherent advantages of speed, convenience and the elimination of collating errors are fully retained.

A. J. Catlin Ltd., Jasper Road, London, S.E.19.



Threading the continuous stationery through the carbon insert mounted in the Cat-Link. Inserts can have two, three, four or five carbons, as required.



Typed forms are pulled through the Cat-Link and torn off, leaving the next form in position for typing.

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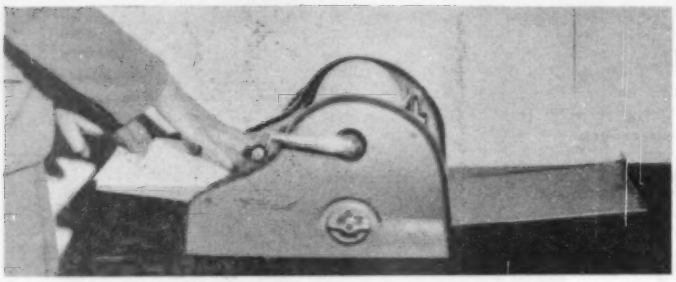


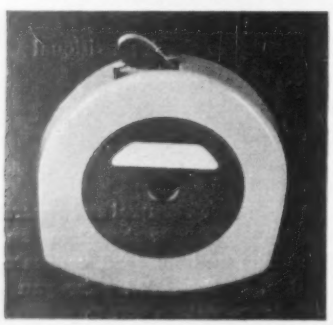
COMPACT DUPLICATOR CAPTURES THE SPIRIT

ENTERING the spirit duplicating field for the first time in their sixty-year history, one firm have produced this new *Hector* duplicator, which, they say, has many features that are unusual in a spirit duplicator of its size (13 in. by 11 in. by 9 in.) and price—29 gns. complete with carrying case). There is an automatic clip for attaching the master, and a counter which automatically registers the number of copies reproduced. The felt pad which damps the copy paper is fed automatically with spirit from a reservoir housed in a plastic bottle beneath the feed plate. It is operated by a lever.

A knob on the side of the machine gives variable pressure control. Copy paper is hand-fed into the machine, and speeds of up to fifty copies a minute are possible, say the makers. Both feed plate and receiving tray can be detached, as can the handle, which makes the machine easy to carry about.

Ellams Duplicator Co. Ltd., 5 Dean Street, London, W.1.

PACKAGED RECORDING



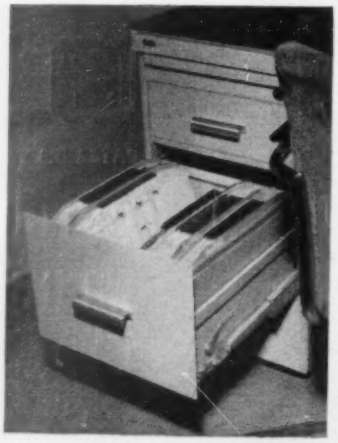
Adding to the range of accessories for use with their Stenorette dictating machine, Grundig (Great Britain) Ltd., Kidbrooke Park Road, London, S.E.3, have produced this tape cassette. It is made in two-tone plastic to match the machine, gives the tape complete protection from dirt, and makes handling and mailing much easier. It is simple to fit and allows 25 minutes of continuous dictation; a warning buzzer sounds when the end of the tape is reached. Space is provided on the top of the cassette for indexing. Priced at £1 2s. 6d. each, the cassettes are packed in cartons of six.

FILING SPACE SAVER

THIS visible card index system, known as the *Unicard* vertical system, consists of a number of standard cards, each with a writing area of 6½ in. by 5½ in. wide, plus additional area for titles, etc. A strip of card—2¼ in. by ¼ in.—is visible on the top left corner, and also the left margin—6¼ in. by ⅛ in. wide.

The system is claimed to be space saving: each unit holds 200-240 records. It is housed in a metal container 14½ in. wide, 9 in. high and 1¾ in. deep. Hinged sides open to a depth of seven inches, front to back, providing easy (therefore speedy) access to the records.

Suggested applications are: production control and maintenance records, sales accounts, stock control, follow-up system, etc. The *Unicard* system can be used as a book, in a drawer, rack or filing cabinet, with or without a suspended hanger. Price without cards, but including transparent separators, £6 19s. 6d., plus purchase tax, 15s. 3d. Cards can be printed to order.



M.B.C. (Office Systems) Ltd., 31 Crouch Street, Colchester, Essex.

Heating

LOW-COST FLOOR WARMER

A RADIANT floor warming system has been introduced by one firm of electro-thermal engineers, which is claimed to offer maximum economy of initial capital expenditure. This solid embedded electric low temperature system uses P.V.C. sheathed heating cables held in position by a patent plastic spacer bar which incorporates facilities for laying the cables at varying centres wherever required.

Installation is simple; the spacer bar, slotted at frequent intervals, is secured to the floor at each end of the room or workshop, and the cables looped through the bar. These P.V.C. cables are supplied in units of ½ kW, ¾ kW, 1 kW, 1½ kW and 2 kW, each with an approximate loading of 3.75 watts per foot run.

The system is normally controlled by air thermostats mounted on the wall, but if intermittent use, or local heating is intended, thermostats of the cartridge type, or with the phials of remote control instruments located in the floor, are recommended.

Panelec (Great Britain) Ltd., 21 Bloomsbury Street, London, W.C.1.

Lists and Addresses

J. Collis & Sons Ltd., Regent Square, Gray's Inn Road, London, W.C.1, have published three new lists—the *Collis Conveyors* (No. 306), the *Motaveyor* (No. 307) and the *Collis Truck-Pallet Type* (No. 308).

Two new publications from *J. E. Lesser & Sons Ltd., Green Lane, Hounslow, Middlesex,* are: catalogue and price list of *Jeltek* protective clothing, and *Progress in Prefabrication,* a catalogue of the latest *Middlesex* prefabricated buildings.

Plumbing in Polythene (*Chemical Pipe and Vessel Co. Ltd., Godstone Road, Kenley, Surrey*)—catalogue and guide to the advantage of polythene corrosion resisting tubes and fittings.

Truvox Ltd. have now moved all departments to their new factory at *Neasden Lane, London, N.W.10*; telephone: GLAdstone 6455. The service department can still be contacted by telephone at their old number, HARrow 4455.

Automat Machine Sales Ltd. have moved their head offices and showrooms from Forest Hill, London, to larger premises at *Challenge House, 173 Elmers End Road, Beckenham, South London*; telephone: Beckenham 8282.

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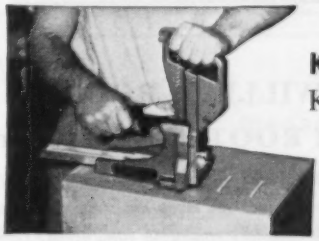

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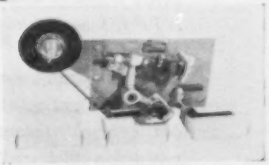

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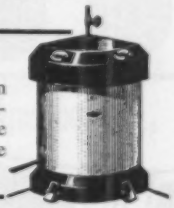

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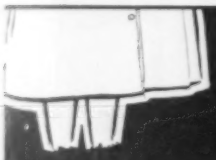

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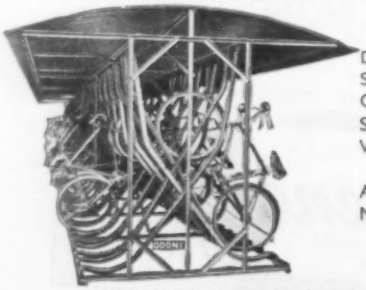

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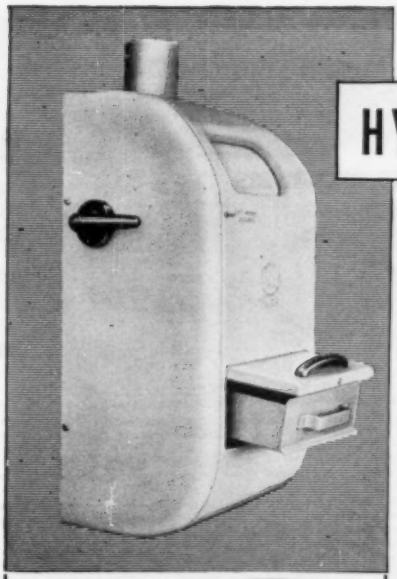

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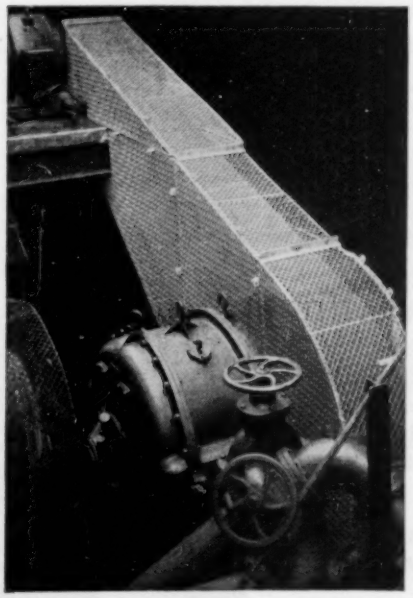

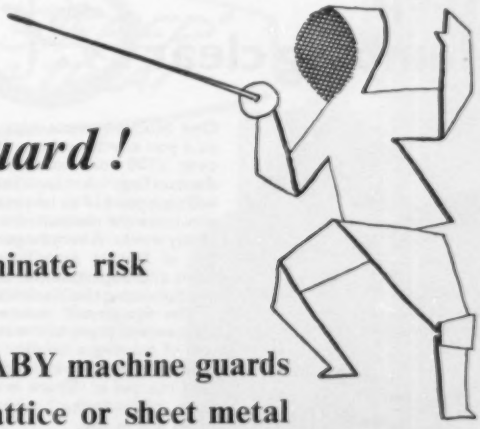

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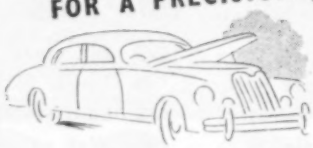

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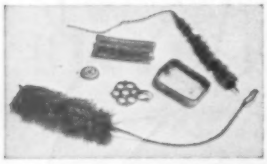

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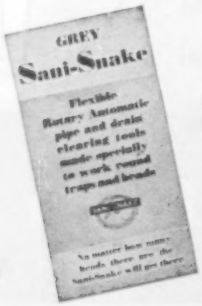

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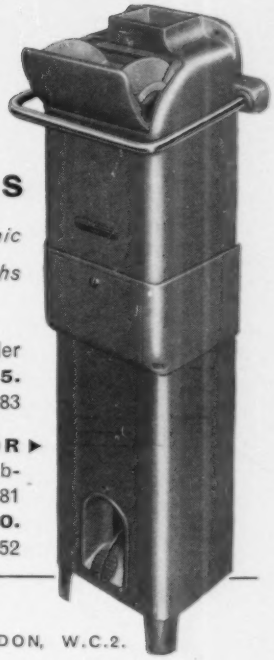

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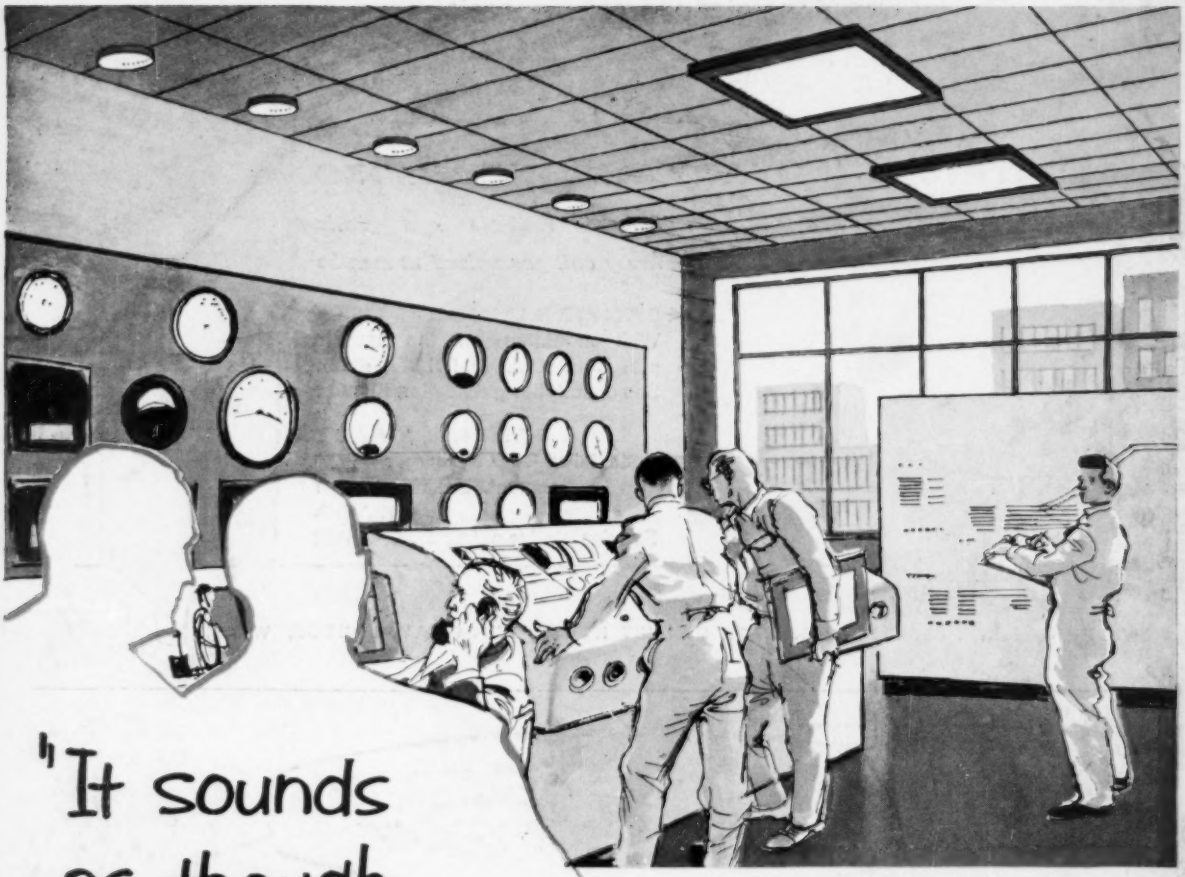

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